

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CXVIII, No. 1 NEW YORK, JANUARY 5, 1922 2723 10c A COPY



## *Indomitable Durant*

**I**T is said in automotive circles that W. C. Durant accomplishes what he plans; to him difficulties are so many spurs to greater effort, making one get on the faster.

He is the man who *made* the Buick. He conceived and organized General Motors, including Cadillac, Chevrolet, Oakland and Oldsmobile. Certainly a considerable monument to one man's tireless energy.

But now, when many men would be content to enjoy a well-earned vacation, he is up to the arm-pits in the business of launching the crowning effort of his career.

It's "just a real good car," Durant says. "If it's good enough for him to christen with his own name, it's good 'nough for us," said the trade, and in 141 working days after the announcement they contracted for \$31,000,000 worth of Durant cars.

It is part of the Durant formula to secure the cooperation of the ablest advisors. What is more in keeping with this policy than to form an advertising connection with the oldest and most successful advertising agency in the world?

## N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK  
BOSTON

PHILADELPHIA

CLEVELAND  
CHICAGO



# THE Inter-rupting IDEA

The Interrupting Idea is FEDERAL'S contribution to the advertising profession, first announced in 1914 in the following words:

"In the successful advertising of every business or product there must be an '*Interrupting Idea*'—an original thought so different from conventional monotony, so much more dynamic than placid presentation that it interests the eye, influences the mind, and thus interrupts the casual reader."

This philosophy has always been a part of FEDERAL thinking and FEDERAL output. It is so fundamental to success in advertising that it is forever new — perennially the meat of Printers' Ink stories. Our booklet, "The Interrupting Idea," sums up the matter once and for all. Write for it.

*"Put it up to men who know your market"*

## FEDERAL

Advertising Agency Inc.  
6 East 39<sup>th</sup> St. New York



Issued  
Published  
June 21

VOL. C

IN 1  
self  
establi  
two y  
less, a  
when  
the at  
velop  
tory n  
distrib  
some  
exper  
soon l  
of th  
did n  
do; an  
we est  
tain p  
h a v e  
found  
busine  
The  
cies i  
depres  
the te  
is the  
strain  
on its  
By th  
say, th  
our b  
couple  
have p  
We  
ness c  
our p  
spect.  
the tr  
been t  
our li  
our p  
day, e  
therm

# PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Company, Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the postoffice at New York, N. Y., under the Act of March 3, 1879.

VOL. CXVIII

NEW YORK, JANUARY 5, 1922



## Building a Business to Last

Six Major Policies That Have Built a National Business

By Milton S. Florsheim

President, The Florsheim Shoe Company

IN 1892, after several years of selling for other people, I established my own business. For two years we floundered more or less, as I presume most people do when they start for themselves, in the attempt to develop a satisfactory method of distribution. From some unfortunate experiences we soon learned some of the things we did not want to do; and thereupon we established certain policies which have been the foundation of this business ever since.

The test of policies is a time of depression, just as the test of a chain is the amount of strain you can put on its weakest link.

By this test I think we can safely say, these fundamental policies of our business, established after a couple of years of experimenting, have proved their worth.

We went into the recent business depression without changing our practice in any essential respect. And to date, in spite of the true fact that the reverse has been true with many concerns in our line, we have not shut down our plants or offices for a single day, even for stock-taking. Furthermore, in spite of reductions in

prices, the *dollars-and-cents* volume of our business has been the largest in our history.

What are these policies?

Let me go back to the beginning. In the first place, as soon

as we started this business, we made a line of goods bearing our own brand. That was only a small part of the business, however. We also sold very largely to jobbers, who insisted on having their brands. We believed at that time that private brands and our brand could sleep in the same bed. But we quickly found the private brands troublesome.

The jobbers to whom we sold began, before very long, to insist on their own prices as well as their own brands; and of course there was no particular reason why they should have their shoes made in our factory rather than elsewhere, if we did not satisfy them on price. The result was that, in order to meet their prices, we were forced to skimp on the quality of the product in order to make any profit. It did not take us long to discover that this squeeze-price and squeeze-quality arrangement was not a

"We make no brands but our own.

"We pursue a policy of non-stop advertising in magazines and newspapers.

"We manufacture a high-quality product, using the best leathers and only skilled shoemakers, and try to make it cost the customer as little as possible.

"We employ unusual care in selecting representative dealers.

"We avoid 'fireworks' salesmanship.

"We avoid 'sharpshooting' in collections."

—Milton S. Florsheim.

sound, permanent basis for a large business such as we hoped to build.

Therefore we made radical changes in policy.

First of all, the private-brand business was dropped. That was a big loss, in volume of sales; but

favorably at the instant, but of doing that which in our experience is going to build a business that will be larger and more profitable ten years from now than it is today. In other words, we believe in a policy of steady, persistent, well-founded growth, and we look upon advertising as one of the instruments of such growth.

We have advertised continuously for the last twenty years. We do not use large space. But we keep saying over and over again the relatively few things that we want people to know.

Advertising, we have found, is a quick and sure test of the merit of a product. It brings buyers; but it does not bring them back if they were disappointed the first time. On the contrary, it merely reminds them that they were disappointed! That is why a poor product cannot stand very much advertising; and it is also why some poor products

have been turned into good products after the start of advertising.

Even before we began to advertise, we fixed on the policy of making the best shoe we could, at the lowest price possible. We have continued that policy also. We set our standard; then we began trying to make shoes of that standard at the lowest possible cost. Whenever we have been able to lower our overhead and manufacturing costs sufficiently to warrant it, we have reduced our prices correspondingly. We are satisfied with a small rate of profit, finding that the best way to secure a large volume of profit.

These, briefly, were the princi-



*The Florsheim—Style 14-82*

THE delightful comfort of a fine-looking Florsheim is a surprise to the man who puts on his first pair. No shoes have more style and comfort built into them. No shoes satisfy so completely.

The Florsheim Shoe—\$10 and \$12  
Photographer Booklin "Style of the Times" on request

THE FLORSHEIM SHOE CO.  
Manufacturers Chicago



NO CONDITIONS OF TRADE, NO SEASONS OF THE YEAR  
AFFECT THE FLORSHEIM POLICY OF CON-  
TINUOUS ADVERTISING

the difficulties I have mentioned made it, in my opinion, wholly undesirable. From that time to this we have never made any shoes on which we did not put our own stamp and name. We make a good shoe; and we intend to have the credit for it. Furthermore, we do not intend to have the discredit of making the kind of shoes that our earliest distributors in some cases seemed to insist on our making.

At this time, also, we definitely placed advertising among the established policies of the business. Our advertising policy throughout has been one, not of opportunism, not of doing merely the thing that seemed to promise



**Carrying  
Your  
Copy**



**Without  
Extra  
Cost**

80,000 Reply Cards

80,000 Current Copies

## Received by 40,000 Well-Rated Dealer-Prospects

Among its services to advertisers are the Trade Issues of the Christian Herald, two each annually to the small town Hardware, General Stores, Grocery and Drug Dealers.

In each instance—which means eight times a year—10,000 current copies of the Christian Herald, together with a letter, are sent to that many high-rated dealers coming under the classification named. There also goes a sheet of perforated reply post cards addressed back to advertisers, using a quarter page or more and carrying whatever copy the latter may desire.

This valuable service is an institution with the Christian Herald. It is not an experiment; it is nothing new; its results are a known factor. *And is without additional cost to every advertiser using a quarter-page or more in the issue being sent out.*

### Dates

#### Spring

#### Fall

Feb. 18. Hardware . . . . Oct. 14  
Mar. 18. General Stores. Sept. 16  
Apr. 8. Drug . . . . . Nov. 18  
Apr. 22. Grocery . . . . . Oct. 28

### Reduced Rates for 1922

Line Rate . . . . \$2.00  
Quarter Page . . 340.00  
Half Page . . . . 680.00  
Full Page . . . . 1200.00

Color Rates on Request

## CHRISTIAN HERALD

Graham Patterson, Publisher

Bible House, N. Y.

pal policies adopted when we broke away from the private brand business.

The volume of sales the second year we were in business was about \$400,000. That was not at all bad for a new concern. The third year, after adopting the new policies, the volume fell to about \$200,000! But it has climbed steadily ever since, and now it is in the millions.

The point of the experience is just this: we might have continued, rather easily, getting a fairly large immediate volume of sales on a basis not wholly satisfactory. Probably for a time we would have made more money than by changing. But it is also probable that if we had done that, we should have remained a rather small, rather insignificant business; and we would not have controlled even that effectively.

Now, not only have we continued those early fundamental policies, but the central idea exemplified in this early experience is to be found running through all of our later policies and practices. We can perhaps express that central idea best by telling what it is *not*. We have already stated that our central idea is not opportunism. In every aspect of our business we avoid seeking the immediate profit if there is any risk, by doing so, of sacrificing the permanence of our good-will. We try to ask ourselves, always: What will be best for the business in the long run?

#### CAREFUL SELECTION OF DEALERS CONSIDERED OF PRIME IMPORTANCE

We select our dealers with that thought in our minds. Under no circumstances will we go into a town and sell our shoes to the first merchant who is willing to buy, if he does not happen to be one whom we consider a representative merchant. We will wait, if necessary, for several years, getting no business at all from that town, rather than sell to him. And we will take a \$2,000 yearly business from a man who is representative, if that is all he can sell for us at the start, in prefer-

ence to an initial yearly business of, say, \$5,000 from the man we do not want.

What do we mean by a representative merchant?

Briefly, he is not an opportunist. The kind of dealer we want is one who is in business to stay and to grow, and for those very reasons he is one who does a clean, honorable, progressive business. He must of course be financially sound; otherwise he is not likely to be permanent. Then, too, he must believe in advertising, and he must be an advertiser; without advertising he will hardly get the volume of business that he should, either for himself or for us. He must not profiteer; we limit our own profits in order to get our product in the hands of customers at a fair price, and we cannot allow our efforts to be hampered by a dealer's refusal to follow an equally intelligent policy.

These are some of the ways in which we judge whether a merchant is representative. We go into his qualifications very carefully indeed. The salesman is not the only one to judge of his fitness. We get one direct line on every prospective dealer through credit investigations. But we go farther than that. We have a special department, known as the promotion department, and part of its function is to determine whether prospective dealers are the kind of merchants we want to take on.

Sometimes, when we are in doubt, we go so far as to make special personal investigations. Two men devote their entire time going about the country on this and related work. They do not sell or attempt to sell. They are essentially service men, able to trim windows and to do other jobs of that kind for merchants on request; but a principal part of their work is to make sure, either before or after we select dealers, that they are the right sort.

This emphasis on getting the right dealers may seem extreme. And of course with all our care  
(Continued on page 132)



## Teaching the Young Idea How to Shoot

From his first pop-gun and toy cannon, through the progressive stages of bow and arrows, pea-shooter and sling-shot every young American comes to the important day when he's old enough for an air rifle.

Every one of the half million lusty, sport-loving boys who regularly read

**THE  
AMERICAN BOY**  
"The Biggest, Brightest, Best Magazine  
for Boys in All the World"

is living at the high tide of air rifle age.

They regard the advertising columns of this magazine of theirs as a monthly catalog of things they want to own.

Its stories and articles teach them to sacrifice immediate desire for things worth while. They learn to shoot straight for quality.

Advertisers who meet this demand and keep faith with the boy unconsciously increase their sales force by thousands of enthusiastic young boosters—and without a cent added to the pay roll.

**THE SPRAGUE PUBLISHING CO., Detroit, Mich.**  
(Member A. B. C.)

Branch Offices: 286 Fifth Avenue, New York; 1418 Lytton Building, Chicago

Minneapolis Business Section      The Star Press Bureau      Sunday, April 12, 1921

## On the SERVING of BREAKFASTS



**The "Night" breakfast**  
The "Night" breakfast is a new feature at the Hotel... It is a meal served at a late hour... The menu is... The service is... The atmosphere is... The food is... The drink is... The price is... The location is... The time is... The people are... The place is... The thing is... The way is... The result is... The effect is... The cause is... The motive is... The purpose is... The object is... The aim is... The end is... The goal is... The result is... The effect is... The cause is... The motive is... The purpose is... The object is... The aim is... The end is... The goal is...



**The "Breakfast" breakfast**  
The "Breakfast" breakfast is a new feature at the Hotel... It is a meal served at a late hour... The menu is... The service is... The atmosphere is... The food is... The drink is... The price is... The location is... The time is... The people are... The place is... The thing is... The way is... The result is... The effect is... The cause is... The motive is... The purpose is... The object is... The aim is... The end is... The goal is...



**The "Breakfast" breakfast**  
The "Breakfast" breakfast is a new feature at the Hotel... It is a meal served at a late hour... The menu is... The service is... The atmosphere is... The food is... The drink is... The price is... The location is... The time is... The people are... The place is... The thing is... The way is... The result is... The effect is... The cause is... The motive is... The purpose is... The object is... The aim is... The end is... The goal is...

talk about scrumptious breakfasts!



**SUNT JEMIMA PANCAKES**



The makers of Brer Rabbit Molasses announce Penick Syrup




Penick & Farnell, Ltd., New Orleans & Other Agents

MADE BY THE LARGEST PROCESS OF SUGAR CANE PRODUCTS IN THE WORLD

Any water made as soft and easy to wash with as rain water

World's largest soap makers have solved the last big washing problem.

Every day the world's largest soap makers... They have found the answer... The result is... The effect is... The cause is... The motive is... The purpose is... The object is... The aim is... The end is... The goal is...



Swift's "Silverleaf" Brand Pork



Swift & Company, Ltd., N.Y.

Brer Rabbit Syrup



Swift & Company, Ltd., N.Y.



## Selling through grocery stores

Drop into any grocery anywhere in the United States—city, town or village.

What names will stand out from the shelves, the counters, the showcases, to arrest your attention?

Names shown here will stop you there—some nationally, some restricted to certain territories—Aunt Jemima, Libby, Lux, Fleischmann's Yeast, Swift, Brer Rabbit Syrup, Yuban, Rinso, Penick Syrup.

We shall be glad to discuss opportunities in the grocery field with manufacturers of non-competing products which merit leadership in this field.

The J. Walter Thompson Company has grown large by intensive work on a small number of accounts. The J. Walter Thompson Company, New York, Chicago, Boston, Cincinnati, Cleveland, London.

# Ingersoll Bankruptcy Not an Advertising Failure

Causes Purely Financial, Directly Attributable to the War, Solely to Blame

THE news of the bankruptcy of the well-known firm of Robt. H. Ingersoll & Brother, announced in last week's issue of **PRINTERS' INK**, came as a shock to the advertising fraternity. Since this co-partnership has for years been regarded as one of the country's most successful advertisers, its failure will be looked upon in some quarters as a reflection on advertising.

**PRINTERS' INK**, however, is in position to state, after a careful study of all the causes leading up to the collapse of this business, that its failure is *not* an advertising failure. We cannot make this statement too emphatic. Not by the widest stretch of the imagination could advertising be blamed for the distress of this fine old concern.

If the product had been extravagantly advertised, there might be some justification for the charge. But the business was not over-advertised. Robert H. Ingersoll, himself, told us a few minutes before this was written that they always worked on an appropriation of five per cent on sales. Sometimes it fell below this. Surely this was a modest sum for a specialty such as the firm manufactured. It is surprising how much the management accomplished with such a trifling promotion expenditure for each watch. Even though the entire appropriation was always wasted, and that is an absurd hypothesis, this five per cent leak could not have wrecked the enterprise.

No, advertising, cannot be made the goat in this instance. The Ingersoll failure is directly attributable to the war. Had it not been for the European conflict, the company would certainly not be today in the hands of receivers. While it is true that many concerns profited by the war, it is

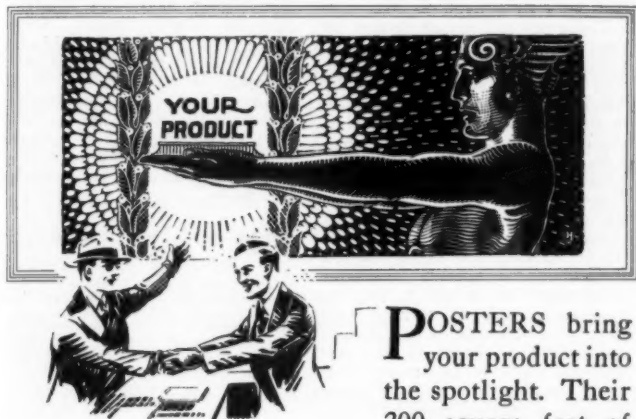
gradually dawning on the public that the war was not good for business as a whole. It made necessary such violent changes in manufacturing and financial policies that in making these readjustments many organizations were obliged to sacrifice their profits and in some cases their capital as well.

## FINANCIAL REASONS FOR THE FAILURE

Robt. H. Ingersoll & Brother are one of these unfortunate victims of Kaiserism. Their capital was adequate for its peace-time requirements. But it was not sufficient for the extraordinary needs of the war. The cost of raw materials moved skyward. In some cases the advance amounted to several hundred per cent. Labor, an important item in the cost of a watch, also went up. To meet these conditions more money was needed. But instead of increasing its capitalization or engaging in long-term financing, the firm floated short-maturity notes to satisfy its current requirements. This was a mistaken policy, for when the depression came, these notes began to mature and, of course, could not be met. What was worse, the materials, both raw and manufactured, offsetting these notes began to decline in price at the same time that sales slowed up. Thus the assets back of the notes rapidly shrunk. In other words the Ingersoll firm had to take a heavy loss in inventories, just as every one else did, but its position was worse than most concern, because the number and the amount of the maturing notes it had out were grossly out of proportion to its capital. Incidentally the fact that these notes were in more than 200 hands was another disturbing factor.

# POSTERS

## back up your salesmen



**P**OSTERS bring your product into the spotlight. Their 200 square feet of artistic color arouse deep public interest. The repeated message in the dominating locations secures for you the maximum circulation. You have embraced the entire community with a force that creates a buying habit.

And finally your posters back up your salesmen in their sales approach to the local dealers.

The Nordhem Company guarantees to get the most out of Posting for you.

### IVAN · B · NORDHEM COMPANY

*Poster Advertising in the United States and Canada*

8 West 40th Street New York City 117 N Dearborn Street Chicago Bessemer Building Pittsburgh



The firm also made the mistake of not advancing the prices of its watches fast enough. The famous Yankee dollar watch was first put up to \$1.35 and eventually to \$2.50. But in trying to stick to its advertised price, and in an unselfish endeavor to keep faith with the public, these advances were not made until the business had suffered a needless loss.

These are the major factors in the bankruptcy. Other minor factors enter the equation, but they are all financial. There never has been any serious question as to the soundness of the Ingersoll sales and advertising policy. Results indisputably prove its soundness. For today all that Robt. H. Ingersoll & Brother have left is the good-will that their years of steady advertising have created. Their watches are being carried in millions of pockets. Millions of persons are ready to buy an Ingersoll watch when they again need one. Thousands of retailers are carrying Ingersoll watches and are ready to buy more when their stock runs out. These friendly trade and consumer relations represent good-will of priceless value, which required years to create.

So while the physical assets of the firm are wiped out by liabilities which exceed resources to the extent of a million dollars, there remain these intangible assets, built by advertising, on which a new business can be immediately founded. In fact, the creditors' only hope of realizing any worthwhile amount on their notes is to continue the business and thus make this accumulated good-will build profits for them. It is likely that Receiver Childs will affect some sort of a reorganization with this end in view.

But even should the worst come to the worst and the business be liquidated for the benefit of the creditors, the Ingersoll Brothers could start in all over again and begin at once to do business with the same dealers they have been selling for years and with the same consumers who have been Ingersoll patrons for a genera-

tion. This new start would be vastly different from the original start forty years ago. At that time the business was launched on a capital of \$175. Now even though the business had to begin financially from scratch, this important difference exists: there is an immense demand for the product and there is established a distributing machinery ready to take care of this demand. Advertising is responsible for this.

After all, the real Ingersoll business is not involved in the failure at all. The real business is not in the offices and factories of the company. It is scattered throughout the world, wherever people buy watches and retailers sell them.

#### **Boston and Detroit Offices for Thos. Cusack Company**

The Thos. Cusack Company, outdoor advertising, has established a sale office in Boston with W. F. Stokes as special representative. It has also established a sales office in Detroit. The Detroit office will be under the management of H. M. Bacon, special representative.

#### **New Accounts with Wm. H. Rankin Co.**

The Maple Flooring Manufacturers' Association, Chicago; the Willard-Dowling Company, investment banking, New York, and the Puritan Mortgage Company, Boston, have placed their advertising accounts with the Wm. H. Rankin Company.

#### **Ohio Body & Blower for Hoyt's Service**

Hoyt's Service, Inc., New York, through its Cleveland office, has secured the advertising account of the Ohio Body & Blower Co., Cleveland, maker of Swartwout ventilators, steam specialties and metal buildings.

#### **Seth Thomas Account for Bar- ton, Durstine & Osborn**

The advertising account of the Seth Thomas Clock Co., New York, is now being handled by Barton, Durstine & Osborn, Inc., New York.

#### **Westinghouse Account for George Batten Co.**

The Spark-C advertising account of the Westinghouse Lamp Company, New York, has been placed with the George Batten Co., Inc.

ould be  
original  
At that  
launched  
ow even  
to begin  
this im-  
s: there  
for the  
lished a  
eady to  
Adver-  
his.

ngersoll  
in the  
business  
actories  
cattered  
herever  
retailers

ces for  
any

outdoor  
ale office  
a special  
ablished  
Detroit  
ement of  
tative.

m. H.

acturers'  
Willard-  
banking.  
fortgage  
heir ad-  
m. H.

for

York.  
has ac-  
of the  
leveland,  
steam

r Bar-  
orn

ne Seth  
is now  
tine &

for

unt of  
r. New  
George

# So We Asked the Iowa Bankers

"I believe The Register or The Tribune is read in nine out of every ten banks in Iowa," remarked one of our enthusiastic representatives recently to a Chicago Banker.

"Your figures are preposterous. I'll venture that your papers do not go into one-third of the banks in your state," the Chicago man replied.

So the upshot of the affair was that we mailed a reply postal to every bank in Iowa—north, south, east and west. Each bank was asked to report how many of its officials were Register and Tribune subscribers. Cards were mailed to 1891 banks.

## What did the Post Card Census Show?

**1602** Banks replied.

**1195** of them reported one or more subscribers, morning, evening or Sunday.

In these **1195** banks The Daily Register has **1774** subscribers.

The Evening Tribune, **523** Banker subscribers.

The Register and Tribune combined, **2297** Iowa Banker subscribers.

The Sunday Register, **1187** Iowa Banker subscribers.

**In 75% of all the Banks of Iowa The Register or The Tribune is read regularly**

Write for booklet showing the complete data—town by town, bank by bank. Address

## The Register and Tribune Co.

Des Moines, Iowa

# Collier's

## THE NATIONAL WEEKLY

Jan. 7, 1922  
Vol. 69 No. 1

5¢ a copy  
10¢ in Canada



Herbert Hoover — Charles Clifton — John A. Harriss — H. C. Witwer  
Edward Casper Stokes — Windsor T. White — C. H. Claudy — Stanley Frost

Whether you own a car, or hope to own one, the automotive industry is an important factor in your life. Its progress is your own; its development means much to you in comfort and economy and pleasure.

Collier's Twentieth Annual Automotive Number, in fiction, special articles and editorials, gives the individual not only an interesting picture of a great industry, but an appreciation of its direct influence on his own life.

National opinion is individual opinion multiplied.

**Collier's**  
THE NATIONAL WEEKLY

# Helps Distribution— Strengthens Dealer Support



**H**ERE in Baltimore the majority of trade-marked hardware is thinly distributed. Such a condition makes it very easy for the manufacturer to be displaced.

But if he gets distribution in 75 to 80% of the retail hardware stores and backs it up with newspaper advertising, his product cannot be dropped. On the contrary, with his advertised tools increasing in value to the retailer, he can distribute them through as many outlets as he wishes to add.

Therefore, if you are a hardware manufacturer, use the NEWS and AMERICAN Hardware Route List to help get your distribution in Baltimore. Send your representative to us with a letter of introduction and we will be very glad to supply him with a copy gratis. This Guide, like all of our other Guides, is accurate and complete, having been checked by us personally. And to strengthen your dealer connections use NEWS and AMERICAN advertising, not sparingly nor spasmodically but forcefully and consistently.

*These two great Associated Press papers, morning and evening, have a combined circulation of 180,000, daily and Sunday. Rates on 1,000 line contract, 30c daily, 35c Sunday. Sunday American Rotogravure, 35c per line flat.*

## THE BALTIMORE NEWS

Evening, Daily And Sunday.

## The Baltimore American

Morning, Daily And Sunday.



DAN A. CARROLL  
Eastern Representative  
150 Nassau Street  
New York

*Have a word*  
Advertising Manager

J. E. LUTZ  
Western Representative  
First Nat'l Bank Bldg.  
Chicago

# When the Customer Refuses the C. O. D. Delivery

How Manufacturers Are Getting Merchants to Accept C. O. D. Orders and Reduce the Number of Shipments Refused at Destination

By S. C. Lambert

UNTIL about a year ago, the "returned goods" evil seemed to have eliminated itself. The shipments which came back because customers refused to accept them were reduced almost to nothing. The daily stack of orders that were refused was negligible and many heads of business houses were lulled into blissful forgetfulness of the old "returned order" nuisance.

Then they began to creep upward again. The head of a candy factory which did a large business with the local retail trade came to realize one day that the number of undelivered orders was growing rapidly. Inasmuch as each undelivered order represented selling expense, as well as office overhead and delivery charges and wear and tear on the merchandise, it was obviously necessary to break up the condition.

His first and natural move was to get hold of the sales manager and criticize the situation. Plainly, the salesmen were at fault.

"If the men were selling goods properly," he argued, "customers would accept them when the driver left them. The trouble with salesmen these days is that they got so lazy during war times that they don't seem, even at this late day, to be able to get down to real hard work."

And so the sales department got the blame.

The sales manager took up the matter with the sales force and each man was duly impressed with the loss resulting from undelivered orders and impressed with the fact that the undelivered order is the result of imperfect selling.

But for some reason or other the undelivered orders remained at the high-water mark. The

salesmen insisted that they were fighting harder than ever for business and the head of the house insisted that because they were being pressed for orders, loose selling methods and "forcing" of orders out of the dealers was what was making the large percentage of returned goods and undelivered orders.

"They have to work hard to sell goods and get orders, but they have to do it thoroughly enough to make the orders stick," the head of the house complained. "No doubt in their anxiety to get a lot of orders they are not selling thoroughly enough."

## WHAT AN INVESTIGATION DISCLOSED

Then the sales manager checked up the undelivered orders over a period of a week or more. He found that these orders were coming quite evenly from all the territories and that plainly no single salesman or group of salesmen was especially guilty of dilatory selling methods. Since the undelivered orders were so evenly spread over the entire territory, it must be that there was some underlying reason—something over which the particular salesman did not have complete control. Going a step further, he found that fully 80 per cent of the local undelivered orders, which the drivers had to bring back, resulted in the case of C. O. D. orders. Going a step further, he found that the dealers who had refused acceptance of goods four and five weeks back had in very few cases ordered since that time. Something beyond salesmanship was apparently at fault.

The next thing this sales manager did was to make a list of some of the dealers who had refused to accept orders that the men had

brought in and go out and call upon them personally.

The first one upon whom he called was an Italian. In broken English, the fruit and candy merchant explained that for some years he had bought from the house. He had opened his store during war time. He had a little money and with the scarcity of merchandise, he had offered to buy everything C. O. D. in order to get manufacturers and jobbers to give him merchandise. Those were the days when the buyer would beg the seller for goods. For several years he had been getting candy from this factory on a C. O. D. basis.

Then a few months ago salesmen from competing houses began to talk to him about the terms their houses would give and of the greater liberality of their respective companies. The Italian became interested. Nevertheless, he was satisfied with the candy he was getting and was not inclined to change. But about ten days ago the salesman for a rival house was in his store, showing his line, just when the driver from the factory which was selling him came into the store with an armful of candy boxes.

"Thirty-eight dollars, Tony!" the driver said, as he put the boxes onto the counter.

"Why you want da money before I even get da candy?" the Italian asked the driver.

"Don't kid me," the driver exclaimed. "Put up your \$38 or I don't leave this stuff, see!"

"You tell me my credit no good!" the now indignant Italian cried, while the competitive salesman silently urged him on. "For three year I buy my candy from your house. I pay your boss thousand dollar for his candy. My credit is good. Plenty other houses say to me, 'Tony, you old fool, buy from those feller and pay cash. We give you thirty, sixty, ninety day. You pay when you want when you buy from good house.' Now, if you no want give me credit, you take back da stuff you make."

And the driver was dumfounded.

He was not a salesman. He did not know terms. All he knew was that he must receive \$38 before he could leave the candy.

"Chuck that talk," he interrupted. "I don't know anything about you and I don't care. My house tells me to get the money before I leave the goods. If you haven't got the price, say so and I'll cart this stuff back."

And then Tony became excited and began to argue with the driver, while the driver, in indifferent disgust, took the candy back to his truck. Later in the day, it was returned to the factory, with a notation that Tony Piggoni refused acceptance. And during all that day Tony was becoming more and more angry with that house and getting ready to divert his business to a competitor.

That was the general tone of merchant after merchant. Some were indignant, others insulted, others coldly indifferent.

One woman, running a grocery and confectionery store, was talkative. "I wouldn't have cared, only I had some friends here in the store visiting with me, when your driver came in and broke right into our conversation and told me to give him \$14 or he wouldn't leave the goods. Now, I can pay for my goods and I don't mean to have anybody act before my friends as though I could not pay my bills. So I told him I had plenty of money and could buy from anybody I pleased and I wouldn't be insulted by him or anybody else. And I told him to take his candy back and tell his people that they could save their salesman's time and not send him to me any more, because I was through with that house."

#### BUYERS BECOME ASSERTIVE

After a day of that sort of thing, it dawned upon the sales manager that what had happened was not that the salesmen had become lax or indifferent—not that the drivers were any less efficient, but that with changing conditions a great change had come over the buyer. The buyer who, not so long ago, fawned



He did  
e knew  
\$38 be-  
andy.

inter-  
anything  
re. My  
money  
If you  
so and

excited  
with the  
in in-  
candy  
in the  
he fac-  
t Tony  
e. And  
was be-  
angry  
g ready  
a com-

one of  
Some  
nsulted,

grocery  
was  
cared,  
here in  
when  
broke  
on and  
or he  
Now,  
and I  
dy act  
ugh I  
I told  
ey and  
leased  
oy him  
ld him  
d tell  
d save  
d not  
because  
use."

VE  
ort of  
sales  
opened  
n had  
t—not  
ss ef-  
nging  
e had  
buyer  
awned

over the salesman for goods and gave cigars to the driver who gave him prompt delivery and maybe let him have some merchandise that should have gone to another merchant, had ceased to be the fawning, cringing buyer, begging for merchandise. On the contrary, while he had not forgotten the difficulty with which he had secured goods and the way the jobbers and manufacturers had asserted their independence, he was now being solicited daily by polite salesmen representing other houses and they were offering better terms, better treatment, better merchandise in their strong effort for business. The impertinent driver or the tactless delivery man began to lose customers for his house with amazing rapidity. It became plain that the merchant would no longer put up with the conditions under which for many seasons he did business.

The sales manager went back with this report: "It is one thing for a salesman to get an order these days. It is another thing, just as important, that the driver who delivers the merchandise be courteous and efficient and almost as much of a salesman as the man who originally sold the orders. The tactless driver can lose customers as fast as the most careful, painstaking salesman can get them."

The result was that this particular house began to change its drivers unless it could coach them sufficiently in their jobs to make it possible for them to make the order deliver. For instance, each driver was impressed first of all with the proper method for approaching the merchant. He was coached in how to deliver candy to see that it would not be tumbled about and damaged. But most important of all, he was coached in how to deliver a C. O. D. He was taught and made to practice the most approved method for getting the money on a C. O. D. delivery. He was made to realize that the way of asking for C. O. D. money was half of the job of selling and delivering. He was especially instructed not,

under any circumstances, to demand money on the C. O. D. in a loud voice before customers. In some cases, the house selected an especially clever salesman and sent him out with a driver for a few days to let the driver learn how to collect C. O. D.'s and how to make orders deliver which might otherwise be refused.

The sales manager went to the head of the company and explained: "It is not that our salesmen are selling less thoroughly. On the contrary, I am sure the salesmen have come back to the pre-war activity in fast time. But the attitude of the buyer is different. He is no longer hunting for merchandise. On the contrary, we are looking for his business. Many other houses are looking for his business. He is no longer the cringing merchant trying to get goods at any price. He has now come into his own again and we need him, rather than his needing us. But we have been overlooking that fact. As a result, our drivers have thoughtlessly blundered up to the merchant while he was waiting on customers and demanded money in a way which is bound to antagonize the dealer. The result is that he not only refuses the delivery, but is apt to stop buying altogether. The time has come when it takes more than merely hard salesmanship to sell goods. It takes better service, more courteous treatment, more willingness to serve, than ever before."

"While it is true that many salesmen became indifferent to the fine points of selling, it is also true that many shipping departments got into 'war-time attitudes' and, not being in contact with the trade, are slower in rounding into modern form. They are still indifferent as to packing, promptness of shipments and those little things which hold a customer to the house.

"The credit department is another end of the business which is slow to return to pre-war times. The credit man's work became much simplified when, with buyers demanding goods, he

could put upon the C. O. D. list anybody about whom there was the slightest doubt. So long as the house could sell all it could produce, there was no need to bother about credit risks. So what was the use of bothering? Why should the credit man help develop new customers when the result would be that he might have to spend some time making collections, so long as the house could sell all it could produce on a C. O. D. basis? So the credit man formed a war-time habit. And like the shipping clerk and the driver, he found it hard to get out of the war-time laxity. Long after the salesman had learned from bitter experience that war-time conditions were gone, these other men, just as vital in their own ways as the salesman, when it comes to hold business, were still going along in the sweet, even, lazy tenor of war-time ways."

The result of this investigation and finding was that while the sales force was continually cautioned about the need of thorough selling, the shipping and credit and manufacturing departments were made to realize that the development and holding of business in these days is not merely a matter of selling but of service after the sale has been made. It costs money to sell goods. It costs money to get a customer. The time has come when a superficial dressing down of the sales department and making them to blame for every slow-down in business is not only unfair to the sales department but manifestly unfair to the company which permits itself to be thus fooled into thinking that a salesman can, through clever and hard talking, live down and talk down the weaknesses of a credit and a shipping department which forgets that the war is over.

### Willard 1922 Campaign Being Prepared

An extended 1922 advertising campaign for the Willard Storage Battery Company, of Cleveland, is being planned by Fuller & Smith, advertising agency, of that city.

### J. K. Fraser, President, Blackman Company

J. K. Fraser has been elected president of The Blackman Company, New York advertising agency. He succeeds O. H. Blackman, who has resigned on account of ill health. Mr. Blackman will take an extended vacation. He will enter some line of business other than the advertising agency next after he returns from his vacation. He continues as a stockholder and director of The Blackman Company.

The other officers of the company are: F. J. Hermes, secretary-treasurer, and M. L. Wilson, vice-president.

### S. C. Rawlins with Gardner-Glen, Buck

Stephen C. Rawlins, who for more than ten years has been Western representative for *Vogue*, with headquarters at Chicago, has joined the Chicago office of the Gardner-Glen Buck Company, advertising agency. He will be in charge of sales promotion in the Chicago territory, working in association with E. J. Finneran, who will direct all of the organization's sales activities from the company's office in New York.

### Heads Foamite Sales Promotion Staff

Harold T. Murray has joined the Foamite Firefoam Company, New York, maker of fire extinguishers, and is in charge of sales promotion. He was formerly sales manager of the New York office of the Certainteed Products Corporation and editor of the "Triangle Magazine" of the Triangle Distributing Corporation, New York.

### Beaver Board Companies Name Advertising Manager

R. F. Burley has been promoted to advertising manager of The Beaver Board Companies, Buffalo, N. Y., makers of building materials and supplies. He has been associated with The Beaver Board Companies for ten years and has been assistant advertising manager for some time.

### H. M. Hastings with Power, Alexander & Jenkins

H. M. Hastings, formerly with C. C. Winningham, Detroit advertising agency, has become space buyer for the Power, Alexander & Jenkins Co., Detroit, succeeding George Fries, who now is with the Campbell-Ewald Company, Detroit.

### "Astor House" Coffee Account for N. W. Ayer & Son

The advertising account of B. Fischer & Co., Inc., New York, "Hotel Astor" coffee and rice, has been placed with N. W. Ayer & Son.

18

## An Adventure in Deciduous Fruit Advertising

**An Adventure in Direct Advertising**  
*Courageous Trail Blazing Through Adequately Supported Advertising  
 and Merchandising Brings Clearly Checkable Results*  
 By FRANK T. SWETT  
 Friends Four Queens' Association

By FRANK T. SWETT  
The Queens'

By FRANK T. SWETT  
President, California Food Grocers' Association

**FOR** a generation fresh California deciduous fruits have been shipped East, delivered to auction houses or to wholesale jobbers, but unlike prunes or oranges or walnuts or raisins the deciduous fruits have never been advertised nor merchandised. . . .

[illegible]

We had difficulties to overcome: an appropriation limited to a nickel a box; markets thousands of miles away; no precedents to guide us; reduced buying

WESTERN ADVERTISING

power of consumers; a high freight rate; skepticism in the fruit trade; a short season; a late start and the need for work.

We attribute the success of the campaign to common sense "quick-shoot" methods, to splendid retail dealer co-operation secured mainly by personal interviews, to the dealer helps produced by the Advertising Service Department of the Schmidt Lithograph Company and to the newspaper copy prepared by Honig-Casper Company.

THE FIGURES LEFT NO DOUBT  
hat count! We v

THE FIGURES LEFT NO DOUBT. We would have felt repaid if sales had increased 50 per cent over those of the preceding year. But we were pleasantly surprised by the striking increase of 130 per cent in sales in Boston and 102 per cent in Philadelphia. The advertising sold 24,000,000 additional pairs in one month.

Compared with other markets (for Boston and Philadelphia were the only

two advertised markets), we have the following:

Out of increased arrivals of pens in all eastern markets—amounting in August, 1921, to 228 cars more than during the same period in 1920. Boston and Philadelphia absorbed 264 cars additional, or 90 per cent. They became elastic enough to take up practically all the increase. In other words, they were the only two markets showing any gain over one year ago. They made enormous gain while all other markets showed decreased percentages.

The other markets were overburdened, and had not our advertised markets taken up the slack there would have been disastrous slumps in the other cities. Some of the fruit shippers estimate that the pear growers' campaign, costing less than \$20,000, earned for the growers over \$100,000 in maintenance of price.

Already the plum growers and the cherry growers are beginning to drop into our office with the hope that we can broaden the sphere of our work and help them with their problems of securing increased trade. \* \* \*

With the ice of conservatism broken by a tangible profitable result, I believe that the whole industry will be profiting before long from this year's lesson, and that fresh California cherries, plums, peaches and apricots may be popularized with the millions of consumers the wide side of the mountains.

Мартыня, 1921

## In Philadelphia

the advertising of the

## CALIFORNIA PEAR GROWERS' ASSOCIATION

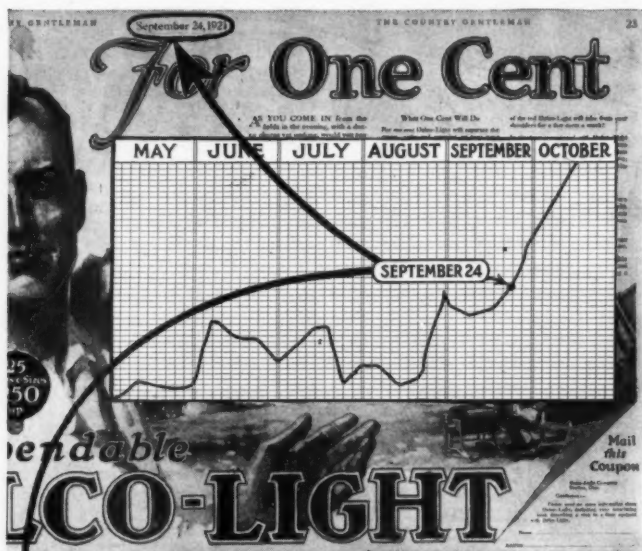
*appeared exclusively in*

# The Bulletin

*"In Philadelphia nearly everybody reads THE BULLETIN"*

The circulation of THE BULLETIN is one of the largest in the United States

*Half a Million Copies Sold Daily*



**Note how  
Delco-Light inquiries  
jumped following this  
advertisement in *The  
Country Gentleman*.**

# The COUNTRY

### The Country Gentleman

*The Ladies' Home Journal*

**The Saturday Evening Post**

# "90% of Our Business Is With Farmers"

writes the Delco-Light Company of Dayton, Ohio. "And our business is good. Both inquiries and sales are increasing.

"The rising standard of the farm home makes it one of the greatest new markets of this generation.

*"Delco-Light advertises regularly in THE COUNTRY GENTLEMAN because it reaches farm families in all parts of the country who are likely to require modern home equipment. It is our leading producer of inquiries."*

## GENTLEMAN

The Curtis Publishing Company, Independence Square, Philadelphia, Pennsylvania

## To the Automobile Advertiser: INTERRUPT YOURSELF

Long enough to analyze the automobile advertising situation in Chicago.

### How's This for an Advertising Trend:

In November of this year The Chicago Daily News carried over 13,000 more lines of automobile advertising than during November, 1920.

Since May 1, 1921, The Daily News, 6 days against 6, had been leading every other Chicago newspaper in automobile, motor truck and accessory advertising, steadily increasing its considerable lead until in November the lead was so great that

- (1) It printed 13,744 more lines than the next highest score—in the morning 6-day field, and
- (2) It printed 19,381 more lines than the third highest score—in the evening field, and
- (3) It printed 4,772 more lines than the next two highest evening scores combined.

#### Here are the November Lineage Figures:

|   |              |
|---|--------------|
| The Daily News (6 days).....  | 52,180 lines |
| The Tribune (6 days).....   | 38,436 lines |
| Herald-Examiner (6 days).....   | 14,489 lines |
| The Daily News' Excess over the highest morning score .....           | 13,744 lines |
| The Post (6 days).....  | 32,799 lines |
| The American (6 days).....  | 10,644 lines |
| The Journal (6 days).....   | 14,609 lines |
| The Daily News' Excess over the next highest evening score.....       | 19,381 lines |
| The Daily News' Excess over the next two evening scores combined..... | 4,772 lines  |

You are undoubtedly making your plans right now for publicity at the time of the Chicago Automobile Show which is looming up as the biggest and best since these shows were started 22 years ago.

The multitude of Show visitors—as large a proportion as possible—you want to turn into actual buyers. But your advertising campaign is not aimed merely at this group of prospects.

Because—

Every advertiser wants **MORE** business **NOW**—while the going is good. For you are aware that the up-grade leading to the

### HILL OF NORMALCY

is just ahead. That hill once reached it will be easy going, for Normalcy means a return to stabilized business conditions, and this, in turn, means a better and more active market.

Now what you care about, being an automobile advertiser, is how best to make the grade and how to make every dollar carry you as far as possible—before the Show—during the Show—and afterward.

Obviously the answer lies in selecting that advertising medium which will introduce your product most advantageously to the public you want to reach. Since you want to reach everybody—and as many everybody as possible—with every dollar you spend, you can solve this problem most economically by getting in touch with the 400,000 homes and the approximately 1,200,000 daily readers of The Chicago Daily News.

**THE DAILY NEWS SHOW NUMBER WILL  
BE PUBLISHED SATURDAY, JANUARY 28**

**Before the Show—During the Show—And Afterward**

**THE CHICAGO DAILY NEWS**  
First in Chicago

# Tiberius Caesar, His Table and 1922 Advertising

How Delving into History Preserved Word "Veneer" in Trade Extension Campaign

By C. M. Harrison

WHEN Tiberius Caesar bought a beautiful veneered table, which thereupon became one of his most treasured possessions, he of course had no idea he was doing something that was to have a vital bearing on an advertising campaign to be conducted in the United States in 1922. Neither had Cicero when he paid the equivalent of \$45,000 for a similar article of furniture.

Yet these and other historical events form the basis for a trade extension effort to be pushed throughout the coming year by the publicity committee of the National Veneer & Plywood Manufacturers' Association. In fact, the standing that veneered wood has had in history caused the word "veneer" to be retained. On account of the widespread public prejudice against the name, the committee had almost decided to select another. It regarded "veneer" as an arbitrarily coined term without any historic sanction, and of the meaning of which people had no clearly defined idea.

Realizing the difficulties that would attend the putting over of a new name—and at the same time fully cognizant of the need of giving the old name a clean bill of health—the association began digging around in university and public libraries. This is a move, by the way, to be highly commended on general principles. Many a first-class advertising idea has been gained from musty volumes and aged plates.

The investigation finally disclosed the interesting fact that veneering was practiced by the Egyptians 3,000 years before Columbus discovered America. The story was revealed through the finding of a mural decoration from the tomb of the Pharaoh

who was presiding over Egypt when Moses led the children of Israel into the promised land. This showed in detail the process of veneering as practiced by the Egyptians.

Then came the revelation that the Babylonians and Assyrians had "borrowed" the process from the Egyptians and that their finest pieces of furniture were veneered—even the throne of the mighty Sennacherib.

It was found also that during the medieval period the process had been preserved by Italian monks and that it emerged during the early days of the Renaissance in examples of fine veneering that still are in existence.

When these facts were revealed the committee decided in the first place that the name should be retained and that the advertising effort should tell the classic story of veneer with the dual purpose of removing prejudice and doing constructive work in behalf of that kind of furniture.

## BACK TO HISTORY FOR ALLURING COPY ANGLES

The copy that will be run during 1922—first in national magazines to be followed up with the use of newspaper space—will be historical rather than augmentative. Through pictures and descriptions of veneered furniture masterpieces made during bygone days it will seek to answer the question "What is veneer, anyway?"

As showing the standing of veneer with master furniture makers such as Chippendale, the brothers Adam, Shearer, Heppelwhite and even the great Sheraton himself, one advertisement will reproduce the famous bookcase designed by Sheraton for the London Times and now the property



of the London Times Book Club. This historic piece nine feet high, is of veneered inlay mahogany. Its significance in connection with advertising lies in the fact that it shows veneer was not only recognized as a fine art by this master of masters of English furniture but actually used by him in his most important productions—thus forming a strong argument to combat the charge about veneer being “a cheap, modern Yankee camouflage.”

A Shearer production to be advertised in the same manner is a sideboard made for the Bank of England. It is done in veneer, painted and inlaid on satinwood.

As showing the vogue of veneer furniture in France, the advertising will present pictures and descriptions of two elaborately finished veneered cabinets formerly the property of Marie Antoinette and saved from the wreckage of the French revolution. One of these, at the instance of Prince Talleyrand, was brought to America by General Knox. Another which is preserved at the South Kensington Museum in London is of tulip wood, veneered and inlaid with ivory trim.

Napoleon's Bureau de Campagne, regarded as the most famous desk in the world, also will be shown and described and its fascinating history told in detail. The desk was in the form of a collapsible cabinet fastened with hooks to the wall of the Little Corporal's carriage, and thus was used by him on many of the greatest battlefields of Europe. The side ends and front panels of the desk are of mahogany and rosewood veneer and the piece was executed by Giovanni Socci at Florence, Italy. The recognized value of Napoleon as an advertising personality lends a touch of romance to this piece that hardly can fail as an attention-getter.

The splendid veneered writing desk or “secretary” of George Washington will be shown in a similar manner as will also the desks of Thomas Jefferson and Dolly Madison.

The major part of one advertisement will be taken up by a

facsimile reproduction of an order written by John Hancock to his representative in London, instructing him to obtain at once the finest sideboard money could buy and specifying that it be veneered.

Much romance will be introduced to show the popularity of veneered furniture centuries ago. For example, there will be related the tragic story of Katharine of Aragon who possessed a traveling chest with veneered panels inlaid with velvet, a gift from Henry VIII of England. The chest is still at Kimbolton Castle in England where it was left by Katharine in 1535 after the monarch had suddenly decided to cut off her head. The advertisement detailing this incident will quote the words of an eighteenth century author to the effect that “Henry is gone and so is Katharine but the veneer is intact.”

An educational campaign along similar historical lines will be directed to retailers, business papers being used for this purpose. Retailers will be urged to follow up the national effort by using space in local newspapers, copy and illustrations to be supplied by the Association.

Some of the world's famous pieces of veneered furniture to be featured in the campaign will be illustrated in colors on heavy stock and sent by the association to people who are enough interested in the advertising to ask for them. Tear-off coupons for this purpose will be included with some of the advertising.

### Has McGraw-Hill Book Account

The advertising account of the McGraw-Hill Book Company, New York, is being handled by S. Roland Hall, Easton, Pa.

Irving Bresalier has established an advertising service at New York. The account of the Master Machine Corporation, New York, is being handled by this new organization.

The annual meeting of the editorial conference of the New York Business Publishers Association will be held in New York on January 10.

Jan.

Guy  
M

The  
incor  
Me.  
publi  
Inc.,  
tervill  
Guy  
and p  
W.  
fort,  
licatio  
the n  
dailies  
of his

The  
has b  
works  
sportin  
has ac  
the or  
and th  
busine  
assets  
arms I  
John  
preside  
twenty  
Firearm  
as sales  
and m

## Guy P. Gannett Heads New Maine Publishing Company

The Gannett Publishing Company was incorporated Dec. 28, 1921, in Augusta, Me., to take over *Comfort*, previously published by W. H. Gannett, Publisher, Inc., the *Portland Press-Herald*, the *Waterville Sentinel* and the *Maine Farmer*. Guy P. Gannett is the principal owner and president. F. R. Lord is treasurer.

W. H. Gannett, who founded *Comfort*, will continue to direct that publication, but the active management of the new holding company and of the dailies and weekly will be in the hands of his son, Guy P. Gannett.

## New Marlin Firearms Company Formed

The Marlin Firearms Corporation has been organized with offices and works at New Haven, to make Marlin sporting firearms. The new company has acquired the land and buildings of the original Marlin Firearms Company, and the good-will of the Marlin firearm business. It also has purchased the assets of the Hopkins and Allen firearms business.

John F. Moran, who has been made president of the company, was for twenty years associated with the Marlin Firearm and Marlin-Rockwell interests as sales manager of the sporting firearms and machine gun division, and as gen-

eral manager of the Mayo Radiator division. The other officers are: Reuben Hill, first vice-president and secretary; Thomas M. Steele, second vice-president; Robert C. Ogle, treasurer, and Robert G. Baird, assistant treasurer.

W. W. Neff, who for several years was with the advertising department of the Winchester Repeating Arms Company, has been appointed advertising manager of the new Marlin company.

The advertising account has been placed with the Dorland Agency, Inc., New York.

## Publishes Monthly Market Survey for Agencies

*The Iron Age*, New York, has begun a service to advertising agencies in the form of a monthly report on the status of the railroads and the machinery, iron, steel, automobile and related industries. The aim of the report is to meet the present-day need of reliable and concise market information. The next issue will go out about January 15.

## Appointment by Thos. Cusack Company

Clyde Thompson has been appointed sales manager of the national sales department of the New York office of the Thos. Cusack Company, outdoor advertising.

# The George L. Dyer Company 42 Broadway New York

Western Offices  
76 W. Monroe St.  
Chicago



## Newspaper, Magazine and Street Car Advertising

### Publicity and Merchandising Counsel

## The Effect of the Supreme Court's Decision

AMERICAN PAPER AND PULP  
ASSOCIATION

NEW YORK, Dec. 30, 1921.

Editor of PRINTERS' INK:

In PRINTERS' INK for December 29 I note with a great deal of interest an article entitled "Supreme Court Assails Open-Price Associations."

While from our reading of the decision of the Supreme Court in the Hardwood case we would hardly agree with you in the idea expressed in the title of this statement, yet we are glad you make reference to it, and particularly glad, as indicated in the last paragraph of this article, that you are planning for several articles to appear during the next few weeks commenting upon this particular decision and its relation to trade-association work.

It is our opinion here that this decision of the Supreme Court in the Hardwood case applies specifically to that particular case and does not apply generally to trade associations. We understand that Secretary Hoover has requested the Department of Justice to indicate the effect of this decision upon the securing of statistics by trade associations, and after opinion is secured Mr. Hoover expects to make a statement.

Coming into the American Paper and Pulp Association after eight years in charge of the State College of Forestry at Syracuse, I very naturally have spent some time studying trade associations and their place in our business life. I am convinced that a properly, and I mean by that a legally operated trade association, is pretty nearly fundamental to satisfactory development in our industries. There is every reason why manufacturers should get together to discuss common problems, and there is no reason why they can't do it in a legal way. There are, too, no reasons why manufacturers should fail to work together wherever they can do it legally and for the general advancement of their industry. In a way I believe this decision has cleared the atmosphere somewhat and out of it we are going to have more satisfactory legislation, possibly, that will make it clearer just what trade associations can do to advantage, and just what they must not do.

We look forward with pleasure to the articles which you will print in the coming weeks.

HUGH P. BAKER,  
Secretary.

THE decision in the Hardwood Manufacturers' association case affects trade association activities in general, because it is a pronouncement by a competent tribunal as to the interpretation of a general law. All trade associations are subject to the same law,

which is here interpreted as limiting their conduct in certain specific directions. The decision is so far from applying *only* to the association of hardwood producers as to have practically equal weight and authority with a specific Act of Congress.—[Ed. PRINTERS' INK.]

## Make Arrests in Alleged Directory Fund

Following an investigation by the District Attorney of New York covering several months four arrests were made last week of persons charged with operating a fake business directory scheme said to have defrauded commercial houses throughout the country of about \$1,000,000. The investigation was undertaken at the request of the National Vigilance Committee.

The four men arrested are charged with having obtained the signatures of business men to subscription blanks for commercial directories which later were altered, by changing the first line, to advertising contracts. For the most part, according to the district attorney's office, the directories were pure fakes without circulation.

Acting District Attorney Banton said regarding the arrests: "From our investigation I estimate that at least \$1,000,000 has been taken from the channels of legitimate American business during the last ten to twenty years by this fake scheme. Many thousands have been garnered in New York City within the year, and we expect our complaints from local firms victimized by those in the New York City fake directory ring will run into the hundreds.

"Agents obtained signatures on printed orders for listing a firm name in a business directory, or for orders requesting a free copy of one of the books when published. After the signature was obtained, the signed paper was altered by cutting off a printed line at the top and by printing in new lines in space left for that purpose. Naturally, when such an 'Order for Advertising Space' was presented to a business house, bearing the genuine signature of one of its own members, the bill usually was paid even though the signers had no recollection of such a transaction."

## Death of Nashville Publisher

Charles R. Morrow, secretary and treasurer of the Tennessee Publishing Company, and publisher of the Nashville *Tennessean*, died last week in Nashville, after a long illness.

## American Association of Ad- vertising Agencies Meeting

The regular quarterly meeting of the American Association of Advertising Agencies will be held in New York on January 10 and 11.



## They're Allotting Them Now

!

**D**URING the winter of 1920-21 the Indianapolis Radius was canvassed energetically for R. G. Dun cigars. However, a newspaper advertising campaign scheduled for the spring was not carried out. Sales of 15,000 cigars a month resulted from this effort.



In September, 1921, advertising started in The Indianapolis News *exclusively*. By November 1 the distributor, F. H. Marson, was compelled to begin allotting cigars to the trade. Sales now are 50,000 cigars a month.

Another cigar, El Producto, is also being allotted to the trade in the Indianapolis Radius. For two years it has been advertised consistently in The News, though not exclusively.

**T**HE extraordinary circulation power of The Indianapolis News goes far to account for results such as these. A second factor is the natural wealth of a great region of diversified industry and agriculture. A third—and this point cannot be too strongly stressed in times that demand intensive selling—is the present *high relative prosperity* of the Indianapolis Radius.

## The Indianapolis News

New York Office  
DAN A. CARROLL  
150 Nassau Street

FRANK T. CARROLL  
Advertising Manager

Chicago Office  
J. E. LUTZ  
First National Bank Bldg.

# Underground Michigan-B



This is the photograph of John Wager, owner of potato farm near Big Rapids, Michigan, one of the banner small cities of the state. John Wager is one of many "potato kings" of Michigan, and he raises 12,000 to 15,000 bushels every year. The bulk of the potato crop of Michigan is grown in the territory served by the

## Michigan League of Home Dailies

Albion Evening Recorder  
Big Rapids Pioneer  
Cadillac Evening News  
Cheboygan Daily Tribune  
Coldwater Reporter  
Dowagiac Daily News  
Ionia Sentinel Standard  
Manistee News Advocate  
Marshall Evening Chronicle

Monroe Evening News  
Niles Daily Star Sun  
Petoskey Evening News  
St. Joseph Herald-Press  
South Haven Tribune  
Sturgis Daily Journal  
Three Rivers Commercial  
Traverse City Record Eagle  
Ypsilanti Press

**MICHIGAN FACT**—Michigan manufactures more Portland cement than any other State.

# Beets and Potatoes

Michigan produces nearly a fifth of the beet sugar of the Union. Half a million barrels are made within the state.

The value of the potatoes grown in Michigan is greater than that of any other state. It is second in production, first in value—a fine tribute to the quality of Michigan's output.

Celery ought almost to be considered an underground crop—and you know where Michigan stands in celery.

You hear so much of Michigan fruits and Michigan manufactures, you are apt to forget that underground Michigan is equally productive.

## The Michigan League of Home Dailies

comprises eighteen newspapers published in the potato and beet and celery belt of this wonderful State. It is potato and beet and celery money that the merchants of these eighteen cities receive for their goods.

These merchants are live merchants. They have discerning customers. These customers are as alive to what is going on as those of New York and Chicago. Nothing like ready money to make a man keep for up-to-date things! Consequently, it is easy to get distribution in these small cities. The merchants are eager to distribute what their customers want.

If you want to make their customers want your goods, tell them in the newspapers that are read by every one of them.

**H. EDMUND SCHEERER**

*National Advertising Representative*

**MARQUETTE BLDG., CHICAGO**

New York Office: 30 East 42nd Street - - - - - R. R. MULLIGAN

---

## Try it out in Representative Milwaukee

---

# Net Profits

There's one *sure* way to increase *net* profits. Select the markets where sales possibilities are *high* and selling costs *low*.

*Net* profits can best be increased in Milwaukee—where more than 239 million dollars was spent in October. The Journal *drains* the sales possibilities of this great market at one low cost. For it is read daily by 4 out of every 5 of the English-speaking families in Milwaukee.

Swing *all* of Milwaukee's huge purchasing power—quickly, profitably, intensively with The Journal.

## The Milwaukee Journal

*FIRST*—by Merit

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York Chicago San Francisco

---

Be

New

TH  
sa  
discu  
The  
many  
prev

The  
of thi  
who t  
while  
pyran  
would  
at lea  
gener  
theref  
in poi

The  
the ta  
modit  
Reed  
is the  
will f

At  
close  
of do

The  
over t  
all tr  
assets  
about  
would  
bill.  
we v  
under  
wond  
other

Pro  
in his  
the s  
and p  
of its  
objec  
tion i  
partim  
alread  
the a  
of tax

Port  
ter Ad  
ber 29



# Benefits That a Sales Tax Would Bring to Business

New York Broker Who Has Made a Special Study of the Subject Says That All Classes Would Profit if the Smoot Bill Were Passed

By Jules S. Bache

of J. S. Bache & Co., New York

THERE are three kinds of sales taxes which have been discussed.

The first is a retail tax, which many have advocated in order to prevent what is called pyramiding.

The difficulty with the collection of this tax would be to determine who the ultimate consumer is, and while it would be impossible to pyramid the tax, if this applied, it would have to be enacted at a rate at least three times as high as a general commodity tax, and would therefore look oppressive, while in point of fact it would not be.

The second kind of sales tax is the tax on goods, wares and commodities, as advocated by Senator Reed Smoot. And that, I believe, is the form under which the tax will first be enacted into law.

At 1 per cent it should raise close to one and one-half billions of dollars, and painlessly so.

The third tax is a general turnover tax which would be levied on all transactions except on capital assets, and this tax should raise about double the amount that would be raised under the Smoot bill. It is my firm conviction that we will some day be working under this type of the tax, and wonder why we ever had any other kind.

Professor Thomas S. Adams, in his statement of objections to the sales tax, dwelt particularly and principally on the difficulty of its collection, and basing his objections on the lamentable situation in the Internal Revenue Department, which he states was already so hopelessly involved that the addition of a further system of taxation would result in chaos.

Portion of address before the Rochester Ad Club, Rochester, N. Y., December 29, 1921.

And yet we have the statement from the minister in charge of the Internal Revenue Department of Canada that he collected the sales tax there with the assistance of forty employees.

How does this compare with the 2,500 employees now in the Federal tax department of the Internal Revenue Bureau in Washington?

From an intensive study of the subject and the methods of its collection, I state without fear of being contradicted that the sales tax will be collected more thoroughly, more economically, with less friction and with less expense than any tax that has ever been collected by our revenue department.

The adoption of the sales tax would lead to the abolition of all excess profits taxes, of all the present fifty-one sales taxes, of all surtaxes on incomes.

## TAXES TO PROVIDE \$4,000,000,000

The situation would resolve itself into collection of the entire amount of revenue necessary to our present system of government—which I fear will continue at the extravagant amount of approximately four billions of dollars for some years to come—by, first, a normal income tax of, say, 5 per cent on incomes of \$5,000 and over;

Second, the duties levied on importations at whatever rate these duties may finally be fixed;

Third, excise taxes on tobacco and spirituous liquors (for medicinal purposes only), and,

Fourth, a sales tax at 1 per cent on goods, wares and commodities, and if the latter is some day extended to services and kindred transactions, it would result

in reducing the normal income tax to 2 per cent, at which rate, we must not forget, the income tax was originally placed on the statute books of our country.

But this simplification of our tax system would not be the only advantage gained.

1. By the adoption of the sales tax we could do away with the hopeless present system of tax returns—so complicated, so intricate and involved, so incapable of interpretation to the average business mind, that I believe that there is hardly 10 per cent of our business community who can make out their tax statements unassisted.

2. Hundreds of millions of dollars now being paid to experts to make out these tax statements would be saved to the business community.

3. Hundreds of millions more spent by the Government to unravel these costly statements would be saved, and, above all, the Government would not be four years behind in checking them up.

4. The machinery for collecting the tax would be simple and most automatic, and a reduction of Tax Bureau costs would be a certainty.

5. The taxpayers would have to add up their sales once a month, and send in their checks for that percentage of the total at which the tax is levied. No one would have to wait years to find out what his tax ultimately would amount to, and even then not be sure of it. Every taxpayer would know every day what his tax for that day amounted to.

6. The distribution of the burden would be just, divided equally in proportion to their means and expenditures among the entire population of the country, and, above all, divided up into such small ultimate levies that nobody would feel it and few would know it. It would fall like the rain on small and great alike, but those who consumed and spent the most would pay the most taxes.

7. The tax would be passed on and ultimately be absorbed in the

price to the consumer, and in a great percentage of cases would not really affect that price.

8. The ultimate consumer pays all taxes now, but he undoubtedly pays far more than the amount that the Government receives. This is so because the seller now has to guess at what his tax will be, and includes it in his price based on that guess, and by reason of the uncertainty of that guess it is but human for him to give himself the benefit of any doubt, and add sufficient to what he thinks his tax ought to be to cover him in case that the final arbiter may differ with his opinion.

#### HUGE EXPENSE FOR COLLECTING PRESENT TAX

The revenue bureau collected six billions of taxes in 1919. I am persuaded that the people were taxed fifteen billions in order that the Government might get six billions. I cannot prove this figure, but if you carry it to its logical conclusion, and consider the 23.2 per cent which the Department of Justice estimates to have been the percentage added to the cost of everything by reason of the excess profits tax, you will find that people must have paid a great deal more in taxation in the price of their merchandise purchased during that year, to produce the bare six billions which the Government collected.

9. One of the outstanding merits of the sales tax would be that every cent that would be charged to the ultimate consumer on the tax would go to the Government, since where the tax is charged it must be distinctly stated, and where it is not charged it is absorbed by the seller, but still must go to the Government, as (and this is another great merit of the sales tax) all sellers of goods, wares and commodities would be compelled, if their transactions aggregated more than \$6,000 per annum, to keep books of account, on which the collection of taxes from them could be based.

10. The sales tax would make for a steady income to the Gov-

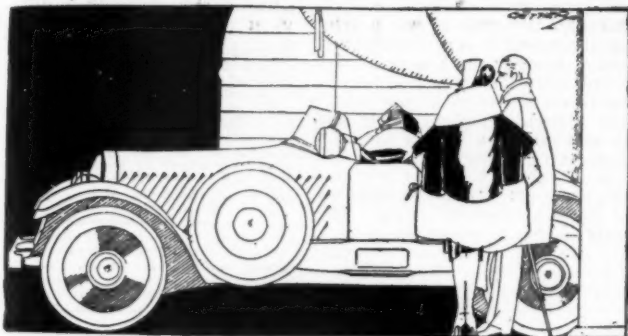
in a  
would

pays  
totedly  
nount  
eives.  
now  
t will  
price  
rea-  
that  
im to  
any  
what  
be to  
final  
inion.

ING

lected  
9. I  
were  
r that  
t six  
s fig-  
co its  
sider  
e De-  
es to  
added  
y rea-  
t, you  
have  
tation  
undise  
r, to  
illions  
ected.  
nding  
ld be  
ld be  
sumer  
Gov-  
ax is  
inctly  
arged  
r, but  
ment,  
great  
sellers  
odities  
trans-  
than  
books  
collec-  
ld be

make  
Gov-



## To Cover the Big Baltimore Show Use The Baltimore Sun

❏ The 1922 Baltimore Automobile Show will be held January 21st to 28th inclusive. The big Show Number of THE SUN will be issued January 22nd and will be the "best ever" from a reader-interest standpoint.

❏ Baltimoreans are interested in automobiles and discriminating advertisers in the automotive field will find it worth while to be represented in the Show Number of THE SUN.

❏ Better reserve space now.

### Everything In Baltimore Revolves Around

# THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD  
Times Bldg., New York

GUY S. OSBORN  
Tribune Bldg., Chicago

---

**Baltimoreans Don't Say "Newspaper"**  
**—They Say "Sunpaper"**

ernment, collected from the people gradually throughout the year, and fluctuating in very small percentage, whether times were good or bad, since the volume of business rarely fluctuates in one year more than 10 per cent. So that the making of a budget would become a far easier matter than it is at present.

11. It would take the advantage out of the tax-exempt security. It would make it unnecessary for the capitalists of this country to seek refuge from the punitive taxes as now levied, by investing in these securities.

It is estimated that there are more than \$15,000,000,000 of these securities in existence today. But very recently, in looking at the columns of one of our large daily journals, I counted six new issues of tax-exempt securities in one day, and one issue of a tax-paying security on the same day. One hundred and fifty million dollars were issued in November and a billion has been marketed since January 1, 1921.

12. It is almost needless for me to repeat here, since the arguments were so splendidly put by the Secretary of the Treasury in his report issued but a day or two ago, the mischief that the present system of taxation is doing to labor.

The driving of capital out of business and into the tax-exempt security makes it just so much harder for business to find the necessary funds for expansion. And if business cannot expand, the employment of American labor at a good American wage becomes an impossibility.

We could hardly have avoided a serious reaction in business as the result of the inflation which came with war financing and war demand, but that reaction would not have been anywhere near as calamitous as it has proved if capital had not been driven out of business channels.

There is little incentive to make profits which can be made only by incurring risks, and having the major result of those profits confiscated by the Government.

## Testimonial Luncheon for Paul Block

A testimonial luncheon was given to Paul Block, head of Paul Block, Inc., publishers' representative, at New York on December 29, by members of the New York office of the organization. The luncheon was in celebration of the twenty-first anniversary of Mr. Block's establishment of his own business. Among the tokens of friendship given Mr. Block at this dinner was a letter which read as follows:

"We, your associates in the New York office, wish to congratulate you most heartily and sincerely upon the completion of twenty-one uninterrupted years of success. All of us, from the oldest in point of service to the most recent addition to the staff, rejoice that we are a part of an organization which has grown from such a modest beginning to such a splendid achievement. We appreciate your interest in us as individuals, and we each sincerely hope that we may continue to be associated with and grow with you for years to come. We point with pride to the fact that the average term of association with you for the men of the New York office, all of whom have signed this letter, is over twelve years."

## "International Studio" Sold to New York Firm

Peyton Boswell and S. W. Frankel, New York, have bought *The International Studio* from the John Lane Company, of London. Mr. Boswell will be editor of the magazine and Mr. Frankel manager and advertising director. The pages of *The International Studio* will be reduced in size.

The contents of the magazine under its new ownership will be largely of American origin, although it is planned to include articles on significant movements of art in all countries.

Messrs. Boswell and Frankel are publishers of *The American Art News* and conduct the Boswell-Frankel Agency.

## Philadelphia Will Advertise Port by Movies

The City of Philadelphia, on December 29, signed a contract to have motion pictures taken of scenes along the Delaware River to counteract the effect of pictures recently shown by the Shipping Board which seemingly slighted the port of Philadelphia. The films are to be shown wherever the question of port facilities is an important one to business.

## Building Publications Will Combine

*Building Age* and *The Builders' Journal* will be consolidated with the February issue, under the title of *Building Age and The Builders' Journal (Consolidated)*. The publication office will be in New York.

## ***What Makes a Good Newspaper?***

If there were only one answer  
there would be only one news-  
paper in Chicago.

There are six.

Each one is in some measure  
distinctive, having a particular  
appeal to the interest of its  
patrons.

The Evening American is read  
every week day by more than  
1,200,000 people—over 40% of  
*all the people who read the four  
Chicago evening newspapers.*

So it *must* be a good newspaper.

**CHICAGO EVENING AMERICAN**

## How Many United States Advertisers Use more than Seven Magazines?

**F**EW national advertisers in the United States use more than half a dozen magazines of general circulation. Many lists are confined to three or four.

Yet the endeavor is made to persuade many United States advertisers that Canada is not a "magazine country" because the list of available periodicals is not as lengthy as across the line.

The size of the list has little to do with the case. So long as the magazines of Canada can offer circulation and influence comparable to American publications, from the standpoint of population, they can justly be considered as filling an identical function.

The fact is that in Canada today there is actually available more magazine circulation in rela-

All these Magazines are Members of Canadian  
National Newspapers and Periodicals Association,  
70 Lombard St., Toronto. Data gladly furnished.  
(All A. B. C. Members.)

tion to the size of the market than is customarily used by national advertisers in the United States to "cover the country."

The great majority of advertisers *became national advertisers* by running "a little advertising in a few magazines." Many of them expanded, and used larger space, but few found more periodicals necessary.

## IN CANADA

build National prestige with

## CANADA'S MAGAZINES

The advertiser who wishes to develop business in Canada has the same opportunity to build sales and prestige through the use of the magazines of Canada. The leading media, listed below, give advertisers as much coverage in Canada as is afforded in the United States by the most frequently used groups of magazines in that country:

CANADIAN  
HOME JOURNAL

EVERYWOMAN'S  
WORLD

LA CANADIENNE

MACLEAN'S  
MAGAZINE

WESTERN HOME  
MONTHLY

WOMAN'S  
CENTURY

WORLD WIDE



# We Move

January 15, 1922

## E. Katz Special Advertising Agency

will occupy the entire  
fourteenth floor of the new

**Banks Building, 58 West 40th Street  
New York**

Telephone changed to  
Longacre 6717-6718



### Other Offices in

Chicago

Atlanta

Kansas City

San Francisco

# Combining Artistic Make-up and Salesmanship in Business-Paper Display

It Would Seem Possible to Attain This without the Sacrifice of the Necessary Elements

By W. Livingston Larned

THE attempt and desire to beautify and embellish business publication display can be very easily taken too far. This is true because, while those on the outside are not aware of it, the very things that seem objectionable in this class of advertising are the virtues that bring results when a highly specialized audience is considered.

It is less with the subject material that we would pick a quarrel than with the method of assembling and distributing them in the given space. Clarity of expression is quite as necessary to display advertising as to any other form of exploitation.

To throw together, haphazard, photographic reproductions of machines, men and mechanical units, with absolute disregard for composition, is certainly not wise. It is possible to take the same ingredients and make them inviting to the eye. Type can be made more readable, and headlines for the text effectively disposed of.

It is gratifying to see that in a number of conspicuous instances advertisers in business papers are recognizing the justice of this contention.

It is largely a matter of desire and of applied knowledge. Artistically inclined minds can see idealized composition in the most prosaic materials. There are a hundred inadequate ways of pic-

*The Guardian of Countless Homes*



Since 1889 Natco Hollow Tile has been guaranteeing a steadily increasing number of America's most successful homes against heat, cold, dampness and discomfort of all kinds. Over a period of thirty years Natco Hollow Tile has proven its trustworthiness and economy as a building material. You, as a tile dealer will be sure to profit by the proven integrity and popularity of Natco Hollow Tile when the building boom begins. It will pay you to get into line before next spring and give your share of the tile business to your territory.

Write for our interesting proposition today

National Fire Proofing Co.  
1000 Federal Building Pittsburgh, Pa.

NATCO Headquarters at  
West Bethlehem, Pa.  
61 Schuylkill Ave.  
Allentown

## NATCO HOLLOW TILE

A WORTHY AND ATTRACTIVE BUSINESS-PAPER MAKE-UP

turing a drilling machine on a page, and half as many well-balanced, pleasing, attractive ideas. Why then select the former? It may mean the difference between a remunerative

campaign and one that does not go very far. The publications themselves long have been insistent that what is put in the space should be vastly improved, over

them all down and made the department start over again.

His idea brought out a spirit of creative competition and men found that they could make homely themes and materials shape themselves into unique and interesting displays—if only a little gray matter was set in motion.

Advertising depends for its effectiveness very largely upon balance, proportion and wise handling of all the units. Business-paper advertising often falls short because it deliberately ignores this. There is a monotony of the commonplace, a sameness of the elements that have long been identified with certain lines.

An electrical concern had advertised for three years in business publications along very set lines that did not raise the campaigns above the average of all other such work.

"It was almost decided to eliminate the advertising entirely, as unprofitable and a

bad investment, when a newcomer in the department pleaded for an extension of time. He took the same space in the same publications, but began to inject life, and beauty of art and typography into the displays.

Within three months, the advertising not only paid but paid handsomely. Dealers reacted to it as they never had before. It was plainly a case where poor and uninspired advertising received, in the past, just the treatment it deserved, while better things won steady returns.

"I can take any picture from a pile driver to a basket of nuts and bolts," said a professional layout man, "and assemble it, with

**CURTIS AIR HOISTS and TROLLEYS**  
**SAVE MAN-POWER**

CURTIS Trolleys are constructed with self-lubricating steel shafts and large ball-bearing wheels fitted with shock-absorbing Hyatt Flexible Rubber Bearings—making them easy to start—easy rolling and long lasting.

CURTIS Air Hoists for Hoisting, in design and construction, possess the perfect results of 25 years of experience. They are simple, safe and economical for light and medium loads. Capacities, 500 to 25,000 lbs.

**CURTIS PNEUMATIC MACHINERY COMPANY**  
1234 Broadway, New York, N. Y.  
Branch Office: 1000 Market Street, Philadelphia, Pa.

WELL-BALANCED PAGE, COMMENDABLE IN DETAIL

what has been considered "good enough."

One advertising manager had a plan peculiarly his own that has been successful. His underlings were not inclined to take business-paper advertising seriously—that is, in its physical make-up. At the last moment, photographs were pasted down, silhouetted, dropped into pages and allowed to "go."

Then the advertising manager took the reins. He tightened up on them, too. He demanded that for every advertisement, at least six rough compositions should be submitted to him for a final selection. And if six mediocre sketches came to hand he turned

F  
paid  
170  
NE  
copi  
out  
semi  
WE  
circu  
merc  
(Bo  
torie  
appa  
BLU  
exce  
TIN  
and  
Build  
Lond  
phia  
news

## Mr. Feiker Has the Right Idea

No. 21

From *Printers' Ink*, October 13:—"F. M. Feiker, special assistant to Secretary of Commerce Hoover . . . urged publication by the Government of daily surveys of business conditions . . . Every business man, Mr. Feiker said, is waiting for some concise, authoritative daily guide to the business situation. . . ."

An excellent phrase—"concise, authoritative daily guide to the business situation." A daily service of business news—specialized, accurate, impartial, comprehensive, terse, convenient. With such a service daily, business men and business women have basis for intelligent decisions.

Textile, apparel and related industries have benefited for years from such a daily service. Paid circulation exceeding 42,000 daily suggests how two Fairchild business newspapers—*DAILY NEWS RECORD* and *WOMEN'S WEAR*—aid distribution. Does their advertising value need argument?

Dry facts below are significant—

**FAIRCHILD PUBLICATIONS** include: (1) two daily business newspapers—*WOMEN'S WEAR*, paid circulation exceeding 23,500 daily, to more than 1700 cities and towns throughout U. S. A.; and *DAILY NEWS RECORD*, paid circulation exceeding 18,000 copies daily, to more than 1900 cities and towns throughout U. S. A. (Both Members A. B. C.); (2) the "twin" semi-monthly, illustrated, trade magazines—*MEN'S WEAR* and *CHICAGO APPAREL GAZETTE*—paid circulation exceeding 10,800 copies per issue, to retail merchants and their staffs in every section of U. S. A. (Both Members A. B. C.); (3) a variety of trade directories covering all branches and markets of the textile, apparel and closely related industries—the *FAIRCHILD BLUE BOOKS*—with a combined annual distribution exceeding 185,000 copies; (4) *FAIRCHILD'S BULLETIN*—published weekly in two editions, for European and other foreign countries. Head Offices: Fairchild Building, 8 East 13th Street, New York. Branch Offices: London; Paris; Washington, D. C.; Chicago; Philadelphia; Boston; Rochester. Staff correspondents or other news correspondents everywhere.

type, white margins, etc., in such a manner as to give the advertising thirty per cent added eye attraction and sales efficiency. The trouble is we have all neglected the field.

"But the conventional display is always the same in its main characteristics. People forget that a picture can be more than a half-tone. They take a photograph, slice it off here and there, hand it to an engraver and designate a space, rough-shod. The thought of pleasing composition does not come up. Type is type, nothing more. It meets the same fate.

"By wisely assembling all of the ingredients, you can create a page of perfect balance and of pleasing attributes that is sure to have a greater lure to the man who may not understand these niceties but nevertheless assimilates them when they appear on the printed page."

We have selected, at random, several business-paper advertisements of the better sort from a number of these publications.

Their reproductions while much reduced, will serve our purpose, when considered in an analysis of virtues, and of the ingredients that have gone far in the direction of idealized composition. They show what can be done, what is being accomplished.

In the Natco Hollow Tile display, there is almost every good point that the average trade-paper page formerly lacked.

See how the introduction of the enlarged section of tile, placed in juxtaposition to a miniature house where an installation has

taken place, gives magnitude to the product, an interest it could not well otherwise boast. This showing of the tile is not a cold photograph; an original drawing has been made and held down in color, to allow the house and the heavy lettering to dominate.



### What one of the World's Largest Air Drill Users just found out

NINE months ago one of the largest pneumatic tool users in the world—a prominent ship-builder—decided to satisfy itself concerning the relative economy and operating advantages of various makes of portable air drills.

Three makes of air drills including the Little Giant were selected for this test. All drills were operated under identical service conditions for nine months.

Tests to determine horsepower, drilling speeds and air economy were made at

the end of the nine months. These tests, plus accurate records kept during the period, proved the following:

That Little Giant Air Drills were the most economical because they

- consumed less air per foot-pound of work done,
- had better speed characteristics,
- had greater spindle torque from speed-light to stalling point,
- or in other words developed greater horse-power under every condition of load.

Let a G-P Service Engineer prove the above statement. Or, better yet, make the same test in your own plant with one or a number of Little Giants applied to the definite work which such tools perform, under your own requirements.

Little Giants are built in a complete line for every drilling, reaming, tapping, screw-setting, nut-and-bolt tightening or other shop requirements. Address the nearest Branch for Engineering Service. Also ask for Bulletin 898.

#### Chicago Pneumatic Tool Company

Chicago Pneumatic Building - 6 East 40th Street - New York

Sole and General Dealers of our Air Drills



ANOTHER BUSINESS-PAPER ADVERTISER CALLS  
ART TO HIS AID

It seems a little thing, but to sketch in the spray of flowers at the bottom, connecting the design with the name-plate was a nicety, a finish, that helps tremendously. It holds the Natco lettering in the page. There is also good taste in the way the mortise has been placed, and in allowing white margins to protect text from the half-tone and border. This page has balance; it has play of line engraving against half-tone.

The Curtis Air Hoists and Trolleys page is another splendid  
(Continued on page 49)



**H**ARPER'S BAZAR is the only fashion magazine in its field selling at fifty cents a copy. The woman of wealth and social position who buys Harper's Bazar wants the best, whether in magazines, automobiles or clothes—and is always willing and able to pay for the best.

# *Harper's Bazar*

## Completing a Year of Conspicuous Journalistic Achievement

# The World

(New York)

## Enters a New Year With New Features

**T**HREE great universities in 1921, through their Departments of Journalism, awarded first place to **THE WORLD** for its unwavering devotion to the public service. Indeed, in the events of the past year that loomed largest in their influence upon public welfare, **THE WORLD** assumed a position of leadership challenged by no other great newspaper.

It can justly lay claim to no little credit for the crystallization of popular opinion that had its ultimate expression in the Washington Conference on the Limitation of Armaments, and widespread tribute has been paid to **THE WORLD's** share in this vast enterprise for Peace. It went a step further by bringing to this

country to report the Conference H. G. Wells, perhaps the foremost among writers who influence public opinion.

In New York, **THE WORLD** brought into being the Lockwood Committee and furnished most of the evidence by which this body demolished some of the most sinister groups of business and labor extortionists in recent history.

**THE WORLD's** exposure of the notorious Ku Klux Klan is a matter fresh in the minds of all. Against the fancied security of a secret oathbound membership, numbering hundreds of thousands, **THE WORLD's** attacks prevailed and brought about the destruction of the organization's menacing power.



Mallory Building  
Chicago

Pulitzer Building  
New York

Ford Building  
Detroit



*Writers of International Repute  
Will Contribute to the Pages of*

**The World**

(New York)

*During the Forthcoming Year*

A RECENT acquisition to the staff of THE WORLD is HEYWOOD BROWN, who has been called one of the most brilliant writers in America. In "It Seems to Me" he will discuss books, the stage, the screen, sports, and now and then make an excursion into politics.

"F. P. A.," otherwise FRANKLIN P. ADAMS, joined THE WORLD staff January 1st. His "colyum" has for many years served as the daily shock absorber for jaded New Yorkers, who found in it each morning that jovial admixture of good nature and sound philosophy that gave them the courage to face a new day with a smile. To the already strong editorial page, which commands pens among the most trenchant in

America, there comes with the new year WALTER LIPPMANN, who has acquired a justified reputation for the sanity, the clarity and the easy understanding of his political economy.



DEEMS TAYLOR, himself a musician of note, writes about music for THE WORLD.

In the fine arts, the critical faculty of HENRY TYRRELL has won high recognition both in this country and Europe.

GEORGES CLEMENCEAU, "Tiger of France" and "Father of Victory", will contribute weekly dispatches exclusively to THE WORLD during 1922.

THE WORLD is entitled to first consideration in any advertising campaign designed to reach the soundest-thinking elements of the largest center of distribution in America.

Mallers Building  
Chicago

Pulitzer Building  
New York

Ford Building  
Detroit



example of advertising balance.

The mechanism is placed judiciously, and, with its black background, painted in, and neat border, broken a bit at the top corners, commands instant attention. The product has been retouched, also, in the new simplified technique.

At the base of the illustration in half-tone, the small, miniature figures, in pen and ink, and done in contrasting black and white "shadow style" give a hint of the commercial utility of the advertised articles, and add human interest. It was genius to make them the size in which they appear, for if larger, they would have dwarfed the half-tone insert. Note the straight-line tint back of the main illustration, unobtrusive, decorative, a buffer for the stronger pen and ink of the figures. The typography is equally satisfying to the eye. It is almost ideal, as business-paper advertising goes.

In the ambitious Little Giant Pneumatic Tool page we have equally pleasing virtues.

The circular allegory at the top, packed with active interest, of the uses of the products, and executed in crayon, for half-tone reproduction, supplies the necessary picture element.

Then the full-width display line, followed by three banks of text. There are only two sizes and styles of type and they require no border or decoration to hold them in the page. Their own weight does this.

The essential name-plate has been so handled that its multitudinous detail does not disturb or detract. It is a perfect balance for the circular illustration at the top.

As you turn the advertising pages of the publication, this advertisement stops you, holds you, arouses your approbation. We believe that the unschooled eye will feel the same about it.

How necessary it is to repeat, over and over again, that a reader of a technical journal need not necessarily be an artist, a trained advertising man, to discover the

difference between the poorly, crudely put-together page and the one that has some serious thought expended upon it. There never was a greater error than to suppose this. Unconsciously, everyone notes this distinction.

The power of composition and of balance are not to be overestimated. Be the elements of the display what they may, if you arrange them carefully, scientifically, they will make a handsomer and a more profitable page.

### Some Conundrums

PITTSBURGH, Dec. 23, 1921.

Editor of PRINTERS' INK:

In looking over one issue of a monthly magazine I found thirteen advertisements headed with questions (per enclosure). This is a fairly good average. It only proves, as the Schoolmaster has said, that there can be no hard and fast rules in copy writing.

SAMUEL WHITMAN.

What will your car be worth a year from today?

Chinese Philosophy—Should old cars use heavier oil?

Do pipes talk? I'll say so!

Say, Pop! Where is Czecho-Slovakia?

What Should Your Children Read?

Do You Know How to Behave?

Ever Play Golf without sticks? Ever shoot ducks without a gun?

Deaf?

Are you afraid of your tooth brush?

Are you this man?

Are you a Business Coward?

Paint Your Car with Murphy Dacote. Who started it?

Who says Old Hampshire Bond is the Standard Paper for Business Stationery?

### Sphinx Club Will Have "Bankers' Night"

The Sphinx Club's 177th Dinner at the Waldorf-Astoria on January 10 will mark the beginning of a "Bankers' Night" meeting.

Dwight W. Morrow, of J. P. Morgan & Company, and G. A. O'Reilly, vice-president of the Irving National Bank, will be the guests of honor at the dinner and the speakers at the meeting.

Presidents and other officials of a number of banking institutions will be guests of the club at this dinner.

### Doehler Account for Wightman Agency

The Doehler Die-Casting Co., Brooklyn, N. Y., has placed its account with Lucius I. Wightman, advertising agency, New York. Plans for a campaign include the use of business papers and direct-mail advertising.

## Advertising Aids Syracuse University to Reduce Debt


**City's Quota of a Half Million Dollars Oversubscribed in Drive Which Was Backed by Series of Large-Space Newspaper Advertisements—Alumni and Church Still Working for Their Share**

**SYRACUSE UNIVERSITY** has been using display advertising in newspapers to help raise a fund of \$1,500,000. It had accumulated a deficit in running expenses, represented by this figure, over a period of years. Last June the banks that had loaned this money to the university insisted that something be done to reduce the indebtedness. The trustees of the university decided to raise the necessary money by subscription. They appointed as the chairman of a campaign committee Hurlburt W. Smith, treasurer of the L. C. Smith & Bros. Typewriter Co., and one of the trustees.

A survey of the proposition brought out the fact that there were three sources to which the university might look for money; first, the City of Syracuse; second, the alumni, and third, the Methodist Episcopal Church. Provision was made for the developing of these sources by the following appointments: A. J. Brewster, advertising manager of the L. C. Smith & Bros. Typewriter Co., and also head of the department of advertising of the College of Business Administration of Syracuse University, as publicity director; Harry S. Lee,

alumni director, and Professor W. T. Clemens as director of the campaign in the Methodist Episcopal Church.

The alumni were organized with a chairman for each State, and in New York State, where more than half of them live, a chairman was appointed for each county. The entire list of alumni was circularized several times and a corps of speakers was furnished for meetings and rallies. The Methodist Church was covered through the pastors, to whom was sent plenty of literature for their congregations.



### THE FOSTERING MOTHER (ALMA MATER)

*Where the Walls of Goodwill Stand the Gates of Peaceably Shook, the Alma Mater is the Willing Help*

So true the female may... *Sometimes they'll dwell—*  
with kind words.  
Alma Mater means "fostering mother" and suggests the  
deception in which the University stands to her students and  
graduates.

The University is the Alma Mater in a large degree to  
all of Syracuse.

Look at the signs in the lobby of the Onondaga County  
Storage Shed Building, City Hall Building, University Block,  
the Plumber's Building, and other office buildings and check  
up the names with the list of graduates of Syracuse University.

You will be surprised to learn how many of these pro-  
fessional men were educated at the University.

From the small towns and villages and from the farmers they  
came to spend time in the years in college, then became part  
of the city life.

The same thing is true in business.

Two thousand lawyers, doctors and civil engineers are now  
living in Syracuse. And yet the University has been their  
world from their childhood.

This process will be more marked in the future.

With the exception of Cornell there is no similar uni-  
versity in Central New York between the St. Lawrence River  
and the Pennsylvania line excepting postgraduate schools.

The University is the Alma Mater. It is also the oppor-  
tunity of the City and the State.

**SYRACUSE EMERGENCY FUND CAMPAIGN**  
Headquarters: 121 Westcott Building, Syracuse, N. Y.

ILLUSTRATIONS PLAYED AN IMPORTANT PART IN  
INTENSIVE CAMPAIGN

In the City of Syracuse the problem was difficult, on account of the numerous drives that had taken place. The quota allotted to the city was one-third of the total amount to be raised, or \$500,000.

It was in order to obtain this quota that display advertising was used. A campaign was run in all of the Syracuse daily newspapers. It consisted of four full-page

*"Reader-Interest," "Reader-Confidence" and  
"Purchasing Power" are the rock-bottom  
reasons for the supremacy of*

## **The Minneapolis Journal in *Automotive Advertising***

*Full Year 1921*

Minneapolis Journal . . . 779,421 lines  
Minneapolis Tribune . . . 659,461 lines  
Minneapolis News . . . 263,129 lines

***Journal Lead Automotive Display  
119,960 Lines***

### **TOTAL AUTOMOTIVE DISPLAY ADVERTISING 1920**

Minneapolis Journal 1,028,717 lines  
Minneapolis Tribune 890,282 lines  
Minneapolis News 311,933 lines

The Big Automobile Show Number of The Minneapolis Journal will be published Sunday, February 5, 1922.

In Auto Show advertising 1921, The Journal led the second paper by 22,000 lines.

In Auto Show advertising 1920, The Journal led the second paper by 29,000 lines.

# **THE MINNEAPOLIS JOURNAL**

**The Northwest's Greatest Newspaper**

*Represented in New York, Chicago, and  
San Francisco by O'Mara & Ormbee*

advertisements and seven five-column advertisements. These advertisements started October 14, one week before the soliciting campaign was opened, and ran every day except Sunday until October 26. The intensive soliciting campaign in the city began October 21 and continued until October 29.

The campaign in Syracuse resulted in raising \$550,000. The campaign in the Methodist Church and among the alumni is still in progress. It is expected that the full amount will be raised from both of these sources.

### Business During 1921 Good for General Tire Company

Sales figures for The General Tire & Rubber Company, Akron, O., indicate that 1921 has been the most successful year of the company's history. W. O'Neil, vice-president, stated recently that in spite of price cuts, sales for the past year in money volume will be more than \$6,000,000, and will exceed those of 1920. Sales in units will exceed those of 1920 by more than 50 per cent.

### Made Advertising Director of Maine Papers

Harold F. O'Keefe, who has been with the Public Ledger Company, Philadelphia, for the last six years, has resigned to become director of advertising of the Portland, Me., *Press-Herald*, the Waterville, Me., *Sentinel*, and the *Maine Farmer*, Augusta, Me. Mr. O'Keefe has been with the New York staff of the *Public Ledger* since 1918.

### Oakland "Enquirer" Combined with "Post"

The Oakland, Cal., *Enquirer* has been purchased by the Post Publishing Company, publisher of the Oakland *Daily Post*. The two newspapers were consolidated on Jan. 2, and will be published daily as the *Post-Enquirer*. E. A. Vandeventer, publisher of the *Post*, becomes publisher of the *Post-Enquirer* and will represent the new owners.

### Bank Advertises Opening to Small Depositor

The National City Bank of New York in recent full-page space in newspapers advertised the opening of a compound interest department which will accommodate small accounts. Hitherto it has been impossible for the individual with a limited sum as an initial deposit to use the National City Bank's facilities.

### Canadian Jewelers Try Co-operative Plan

Canadian jewelers have been using for some months a plan of co-operative advertising which includes the manufacturer, wholesaler and retailer. The manufacturers and wholesalers have underwritten all of the incidental and overhead expenses of the plan, leaving only the strictly local expenditures to be met by the retailer.

A series of timely advertisements is furnished to the retailer. These appear once a week over a period of several months and enlarged reproductions of these are supplied for the retailers' windows to link the store with the newspaper copy. All funds subscribed by retailers are devoted entirely to newspaper advertising in their particular city or locality.

### Book Dealers Aim to Stabilize Sales

Book dealers, members of The American Booksellers' Association, committed themselves recently at a meeting in New York, to a plan designed to push book sales throughout the year. By posters and window displays appearing simultaneously all over the country they will attempt to educate the public to buy books systematically and regularly rather than spasmodically. The association plans to feature a different type of book each month, as, for example, books of travel, exploration and adventure in January and February, scientific and practical works in March, religious books in April and so on throughout the year.

### Advertise Low Prices to Prevent Lay-off

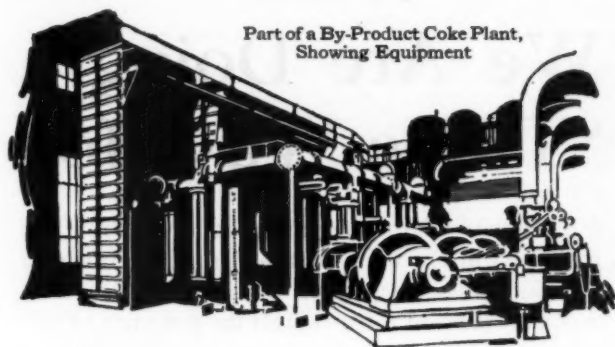
Special reduced prices were advertised co-operatively recently in Cleveland by eight dry-cleaning establishments in an effort to keep their business normal and prevent the necessity of laying-off employees. The cleaners used newspaper space and advertised their cut-price offers for a limited period.

### Typography Organization Incorporated

The S. T. Judson Advertising typography organization, New York, has been incorporated under the name of S. T. Judson Company. M. J. Morse has joined the company as vice-president, and I. M. Harris, formerly with Stettiner Brothers and Sherman & Lehair, Inc., has joined it as secretary.

### Account for Ferry-Hanly at Chicago

The Automatic Recording Safe Company, Chicago, has placed its account with the Chicago office of the Ferry-Hanly Advertising Company. The Recording Safe Company manufactures small savings banks for State and National banks.



Part of a By-Product Coke Plant,  
Showing Equipment

## Reader Confidence is Based on Editorial Excellence

IN THE LARGEST ENGINEERING LIBRARY in New York City more requests are made for photo-stats of articles from *Chemical and Metallurgical Engineering* than from any of the 1199 other papers they receive.

The circulation of *Chem. & Met.* is built on the basis of plant representation rather than *bulk* circulation. You may have a complete analysis of our subscription list for the asking.

THE BY-PRODUCT COKE INDUSTRY, from its very inception has depended on chemical engineering for its existence and its progress.

In 1893 it produced only one-tenth of one percent of all the coke in this country. In 1920, *sixty* percent of all coke produced was by-product coke. And in 1920, the value of coke by-products was over \$93,000,000.

The By-Product Coke Industry is only one of the industries served by *Chem. & Met.*

Member  
A. B. P.

# CHEMICAL & METALLURGICAL ENGINEERING

Member  
A. B. C.

*A McGraw-Hill Publication*

Tenth Avenue at 36th Street, New York



# We Are Doing a "Three-Way" Job

Industry, at the beginning of 1922, realizes more definitely than ever before the Power of the Consumer.

Every kind of business felt the pressure of this power in 1921.

The car owner is the consumer of the automobile industry. Upon him depends the success of every automobile manufacturer—of every automobile dealer.

Because of the character of its circulation, *Cosmopolitan* has among its readers a high percentage of "automobile consumers." And this group is large enough to be an important factor in the industry.

*Cosmopolitan's* Motoring Service—a department of authoritative information for car owners—has been established for their benefit.

Primarily, of course, the service is only for the owner. But certainly by giving the right sort of help to the consumer—helping him with his problems, advising him properly as to car maintenance and operation—we are also rendering a distinct service to the manufacturer, the dealer and the whole industry.

*Cosmopolitan's* Motoring Service is in charge of an acknowledged authority on all phases of motoring. Each month a page is devoted to the department in the advertising section of *Cosmopolitan*.

A part of the service is a series of twenty-five booklets, dealing with various automotive

problems. These are sent free of charge on receipt of postage.

The first page, announcing the department, appeared in December. Inquiries have been pouring in by the hundreds ever since. Of the questions received 73% were about used car values and 23% were about technical matters.

Ninety-two percent of the questions were asked by men, and every state in the Union is represented.

From the used car information sought, it would appear that 10% of the inquirers own cars under \$1,000 in value at the original price; 64% own cars worth from \$1,000 to \$2,000; 18% from \$2,000 to \$3,000; and 6% own cars worth more than \$3,000 in value.

These returns are of course incomplete as many inquiries are received every day.

A supplementary part of this service—Cosmopolitan's Motor Sales Service for dealers—has just been mailed to 32,000 highly rated dealers in every part of the country. This is a brochure, printed in gravure, and the contents are designed to help the dealer improve his business methods.

Two more numbers will be issued in 1922—in May and October. Every automobile advertiser in Cosmopolitan is entitled to a corresponding space in the Sale Service.

# Cosmopolitan

A. C. G. HAMMESFAHR,  
*Business Manager*

*"Nearly Everybody Worth While Reads Cosmopolitan"*

# Make This Your Year in Shreveport

Financially, Shreveport is in a most substantial condition. Industrially, Shreveport is forging ahead faster than at any time in its history. Agriculturally, Shreveport has just closed a splendid year, and is looking forward to an even better one. Commercially, Shreveport is a "bright spot" in the territory of any Southern salesman.

Everything is favorable to the success of any worthy trade development in Shreveport this year. Everything is conducive to the logic and timeliness of the phrase which Shreveport has adopted for itself and sends on to you—

**MAKE THIS YOUR YEAR IN SHREVEPORT!**

You need only one paper—

## The Shreveport Times

*Published Every Morning in the Year*

ROBT. EWING, Publisher      JOHN D. EWING, Asso. Publisher

S. C. BECKWITH SPECIAL AGENCY, Eastern Representatives.

JOHN M. BRANHAM COMPANY, Western and Southern Representatives.

# Keeping Trade Association Activities within the Law

Analysis of Supreme Court Decision in Hardwood Manufacturers Case Shows Extent to Which Exchange of Information Is Lawful

By Gilbert H. Montague

of the New York Bar

"**G**ENUINE competitors," said the Supreme Court on December 19, in the American Hardwood Manufacturers Association Case, "do not make daily, weekly and monthly reports of the minutest details of their business to their rivals . . . they do not contract . . . to submit their books to the discretionary audit and their stocks to the discretionary inspection of their rivals . . . and they do not submit the details of their business to the analysis of an expert, jointly employed, and obtain from him a 'harmonized' estimate of the market as it is and as, in his specially and confidentially informed judgment, it promises to be. . . To pronounce such abnormal conduct on the part of 365 natural competitors, controlling one-third of the trade of the country in an article of prime necessity a 'New form of competition' and not an old form of combination in restraint of trade, as it so plainly is, would be for this court to confess itself blinded by words and forms to realities which men in general very plainly see and understand and condemn, as an old evil in a new dress and with a new name."

On the other hand several weeks before, District Judge Carpenter, of Chicago, said in the Linseed Oil Council case: "If the Armstrong Bureau is to be dissolved merely because it afforded an opportunity for the members to fix prices, then this court, with equal propriety, could be asked to dissolve any lunch club where business men met."

No wonder that trade association members and executives, all over the country, are today asking how far any interchange of any trade information

through trade associations is legal.

Throughout the Hardwood Manufacturers decision, the Supreme Court, however, sharply distinguishes between what it called the "paper plan" of the association, and what the Supreme Court describes as "important additions" which were "in practice" made to the "paper plan."

WHAT "PAPER PLAN" CONSISTED OF

The "paper plan," after disclaiming any "purpose to agree upon prices or production," proposed what the Supreme Court calls "a system of co-operation among the members, consisting of the interchange of reports of sales, prices, production and practices, and in meetings of the members for discussion for the avowed purpose of substituting 'Co-operative competition' for 'Cutthroat competition,' of keeping 'Prices at reasonably stable and normal levels,' and of improving the 'human relations' among the members." In detail, the "paper plan" required:

First: "Each member to make six reports to the Secretary, viz:

"1. A daily report of all sales actually made, with the name and address of the purchaser, the kind, grade and quality of lumber sold and all special agreements of every kind, verbal or written with respect thereto. 'The reports to be exact copies of orders taken.'

"2. A daily shipping report, with exact copies of the invoices, all special agreements as to terms, grade, etc. The classification shall be the same as with sales.

"3. A monthly production report, showing the production of the member reporting during the previous month, with the grades

and thickness classified as prescribed in the 'plan.'

"4. A monthly stock report by each member, showing the stock on hand on the first day of the month, sold and unsold, green and dry, with the total of each kind, grade and thickness.

"5. Price-lists. Members must file at the beginning of each month price-lists showing prices f. o. b. shipping point, which shall be stated. New prices must be filed with the association as soon as made.

"6. Inspection reports. These reports are to be made to the association by a service of its own, established for the purpose of checking up grades of the various members and the 'plan' provides for a chief inspector and sufficient assistants to inspect the stocks of all members from time to time."

Second: "The secretary is required to send to each member:

"1. A monthly summary showing the production of each member for the previous month, 'sub-divided as to grade, kind, thickness, etc.'

"2. A weekly report, not later than Saturday, of all sales, to and including the preceding Tuesday, giving each sale and the price, and the name of the purchaser.

"3. On Tuesday of each week the secretary must send to each member a report of each shipment by each member, complete up to the evening of the preceding Thursday.

"4. He must send a monthly report, showing the individual stock on hand of each member and a summary of all stocks, green and dry, sold and unsold. This report is very aptly referred to by the managing statistician as a monthly inventory of the stock of each member.

"5. Not later than the 10th of each month the secretary shall send a summary of the price-lists furnished by members, showing the prices asked by each, and any changes made therein must be immediately transmitted to all the members.

"6. A market report letter shall be sent to each member of the association (whether participating

in the plan or not) 'pointing out changes in conditions both in the producing and consuming sections, giving a comparison of production and sales and in general an analysis of the market conditions.'"

Third: "Meetings shall be held once a month at Cincinnati 'or at points to be agreed upon by the members.' 'It is intended that the regular meetings shall afford opportunity for the discussion of all subjects of interest to the members.'"

#### ADDITIONS TO THE "PAPER PLAN"

To the "paper plan," as above outlined by the Supreme Court, were made "in practice" what the Supreme Court described as "three important additions":

First: Instead of the monthly meeting provided in the "plan" there was approximately one meeting each week in the southwestern territory.

Second: "Before each of these meetings a questionnaire was sent out to the members, and from the replies received, supplementing the other reports, the statistician compiled an estimate of the condition of the market, actual and prospective, which was distributed to the members attending each meeting, and was mailed to those not present. There were eleven questions on this list of which the most important were:

"4th. What was your total production of hardwood during the last month? What do you estimate your production will probably be for the next two months?

"10th. Do you expect to shut down within the next few months on account of shortage of logs or for any other reason? If so, please state how long you will be idle.

"11th. What is your view of market conditions for the next few months and what is the general outlook for business? State the reasons for your conclusion."

"The plan on paper provided only for reports of past transactions and much is made of this in the record and in argument—that reporting to one another past

## **The Minneapolis Tribune Will Publish Its Annual Automobile Show Number Sunday, February 5, 1922**

The Minneapolis National Automobile Show will be held February 4 to 11, inclusive. It is the Big National Show of the Northwest, with an attendance of over a quarter million, all interested in automobiles and accessories—all potential buyers.

### **Reserve Your Space Now for The Tribune's Show Number**

The Minneapolis Sunday Tribune, with over 160,000 net paid circulation at this time, has the greatest circulation, by over 50,000, of any newspaper published in Minneapolis.

The Tribune is the recognized automobile advertising medium of Minneapolis. The Tribune publishes a much larger volume of automobile and accessory want ad advertising than any other Minneapolis newspaper. This proves automobile reader interest. It makes The Tribune the most productive medium in Minneapolis for automobile advertisers.

The Tribune is dominant in the farming communities and smaller towns and cities of Minnesota, North Dakota, South Dakota, Northern Iowa and Northwestern Wisconsin.

**W. McK. BARBOUR**  
*Manager of Advertising*  
Minneapolis, Minn.

#### *National Advertising Representatives*

**JOHN B. WOODWARD**  
Times Building  
New York

**GUY S. OSBORN, Inc.**  
Tribune Building  
Chicago

transactions cannot fix prices for the future. But each of these three questions plainly invited an estimate and discussion of future market conditions by each member, and a co-ordination of them by an expert analyst could readily evolve an attractive basis for co-operative, even if unexpressed, 'harmony' with respect to future prices."

Third: "The plan provided for a monthly 'market report letter' to go to all members of the association. In practice this market report letter was prepared by F. R. Gadd, manager of statistics, but his review of the market and forecast for the future were contained, almost from the beginning, not only in these market letters but also in the weekly sales reports, so that they were sent out to all of the members nineteen times between February 1 and December 6, 1919, and they were discussed at all but one or two of the forty-nine meetings which were held. All the activities of the 'plan' plainly culminated in the counsels contained in these letters and reports."

This "paper plan," and these "three important additions" to the "paper plan," as above dissected by the Supreme Court, deserve careful study.

Most cases under the Sherman Act, especially those like the Hardwood Manufacturers Case, involve many elements, innocent if standing alone, and innocent in certain combinations; but dangerous in other combinations with certain other elements which may be innocent in themselves.

To the layman who finds this notion puzzling, the best illustration is from chemistry. The elements of most Sherman Act cases resemble the elements of the highly dangerous compound known as gun-cotton. The mischief of gun-cotton lies not in any single one of its elements, but in the combination of its elements, each of which is harmless in itself, and may also be harmless if combined with some, but not all, of the other elements.

The lawyer, like the chemist, must study every mixture, like

the Hardwood Manufacturers arrangement, which has been found to be dangerous, and must examine each element, not only separately but also in combination with various other elements, and must try to discover which combinations of elements are harmless and useful, and which combinations of elements should be shunned and avoided.

To this task, the Supreme Court's decision in the Hardwood Manufacturers Case, brings a great deal of assistance.

Take the six reports by each member to the secretary: "Plainly," says the Supreme Court, "it would be very difficult to devise a more minute disclosure of everything connected with one's business than is here provided for by this 'plan' and very certainly only the most attractive prospect could induce any man to make it to his rivals and competitors." Here, as in many other Sherman Act cases, it is the cumulative degree of the various transactions that arouses the Supreme Court's suspicion.

Take also the secretary's reports to each member and the meetings as outlined in the "paper plan": Here the Supreme Court seems chiefly apprehensive over opportunities for propaganda for restricted production and for higher prices, which these features of the "paper plan" permitted.

#### HOW COURT REGARDS MARKET REPORT LETTERS

Take next the questionnaire, and the additional meetings, and the secretary's monthly "market report letters": Here the Supreme Court found direct evidence of co-operation "with respect to future prices."

"This elaborate plan," says the Supreme Court, "for the interchange of reports does not simply supply to each member the amount of stock held, the sales made and the prices received, by every other member of the group, thereby furnishing the data for judging the market, on the basis of supply and demand and current prices. It goes much farther. It not only furnishes such information, with respect to stock, sales



---

NUMBER ONE OF A SERIES

---

# 6 months of achievement

The Boston American has ended a notable six months. Scores of prominent local and national accounts have recognized its value and joined its ranks of regular advertisers.

C. F. HOVEY CO. is a typical example. This department store, a famous Boston institution, almost trebled its space, ranking the American first or second in volume of daily advertising since Sept. 1.

*A Remarkable 3-Cent Evening Newspaper*


**BOSTON AMERICAN**  
— 10 LAMONT SQUARE — CINCINNATI DIV. — 1225 IN. — NEW ENGLAND —

Research and Promotion Bureaus at Service of Advertisers

---

## *Competitive Bids*

Sometimes a low grade carpenter does a splendid piece of work. But in the long run he wastes a lot of lumber. Goldmann printers are *craftsmen*.



**ISAAC GOLDMANN COMPANY**  
EIGHTY LAFAYETTE STREET NEW YORK CITY  
*Printers Since Eighteen Seventy Six*  
TELEPHONE FRANKLIN 4520

and prices, but also reports, giving the views of each member as to 'market conditions for the next few months'; what the production of each will be for the next 'two months'; frequent analyses of the reports by an expert, with, we shall see, significant suggestions as to both future prices and production; and opportunities for future meetings for the interchange of views, which the record shows were very important. It is plain that the only element lacking in this scheme to make it a familiar type of the competition suppressing organization is a definite agreement as to production and prices. But this is supplied: by the disposition of men 'to follow their most intelligent competitors,' especially when powerful; by the inherent disposition to make all the money possible, joined with the steady cultivation of the value of 'harmony' of action; and by the system of reports, which makes the discovery of price reductions inevitable and immediate. The sanctions of the plan obviously are, financial interest, intimate personal contact, and business honor, all operating under the restraint of exposure of what would be deemed bad faith and of trade punishment by powerful rivals."

Throughout its decision, the Supreme Court emphasizes that it was these transactions, which outran the mere "interchange of reports" and rendition of each member of reports on "the amount of stock held, and the sales made, and the prices received by every other member," that colored all the other activities of the Hardwood Manufacturers Association, and made them illegal.

Quoting from several of the secretaries' reports and from the minutes of several meetings, the Supreme Court says:

"Much more of like purport appears in the minutes of the meetings throughout the year, but this is sufficient to convincingly show that one of the prime purposes of the meetings, held in every part of the lumber district, and of the various reports, was to induce members to co-operate in restricting production, thereby keeping

the supply low and the prices high, and that whenever there was any suggestion of running the mills to an extent which would bring up the supply to a point which might affect prices, the advice against operations which might lead to such result was put in the strongest possible terms. The co-operation is palpable and avowed, its purpose is clear, and we shall see that it was completely realized. . . .

"To this we must add that constantly throughout the minutes of the various meetings there is shown discussion of the stock and production reports in which the shortage of supply was continually emphasized, with the implication, not disguised, that higher prices must result. Men in general are so easily persuaded to do that which will obviously prove profitable that this reiterated opinion from the analyst of their association, with all obtainable data before him, that higher prices were justified and could easily be obtained, must, inevitably have resulted, as it did result, in concert of action in demanding them."

#### DELUDING THEMSELVES ONLY

Those who have listened to the assurances of legal safety by which professional "open price association" promoters and counsel have urged doubting business men to join will recall the emphasis laid on the publicity of "open price association" meetings, the transmission of reports of these meetings to the Department of Justice or the Federal Trade Commission, and the similarity between the activities of "open price associations" and those of the Department of Agriculture and the Department of Commerce and the newspapers which collate and publish prices and other trade information.

Everyone familiar with the subject, however, has long known that the publicity of "open price associations" is unimportant if true, that the transmission of the minutes of their meetings to the Department of Justice or the Federal Trade Commission has in no way deceived these officials, but

has rather hurt than helped such associations, and that any comparison between the activities of the Department of Agriculture, the Department of Commerce, and the newspapers with those of "open price associations" is ridiculous, because the element of moral compulsion which the meetings and bulletins of "open price associations" place upon their members colors and makes illegal otherwise innocent "interchange of information" and is, of course, not present in the work of Government Departments and the newspapers.

"To call it open competition," says the Supreme Court in the Hardwood Manufacturers decision, "because the meetings were nominally open to the public, or because some voluminous reports were transmitted to the Department of Justice, or because no specific agreement to restrict trade or fix prices is proved, cannot conceal the fact that the fundamental purpose of the 'plan' was to procure 'harmonious' individual action among a large number of naturally competing dealers with respect to the volume of production and prices, without having any specific agreement with respect to them. . . ."

"In the presence of this record it is futile to argue that the purpose of the 'plan' was simply to furnish those engaged in this industry, with widely scattered units, the equivalent of such information as is contained in the newspapers and Government publications with respect to the market for commodities sold on boards of trade or stock exchanges. One distinguishing and sufficient difference is that the published reports go to both seller and buyer, but these reports go to the seller only; and another is that there is no skilled interpreter of the published reports, such as we have in this case, to insistently recommend harmony of action likely to prove profitable in proportion as it is unitedly pursued."

Similar quotations from the Supreme Court's decision might be multiplied; but on the question which trade association members and executives everywhere are

today asking, it seems safe to say this:

Mere interchange of trade information on stock, sales, or even prices, *if unaccompanied by comment and discussion in bulletins to members, or meetings of members, or otherwise*, is not condemned by the Supreme Court in the Hardwood Manufacturers decision.

But if such interchange is, or has been, accompanied by such comment or discussion, it presumptively falls within the condemnation of the law.

### Death of C. M. Stokes

Chauncey M. Stokes, who was advertising manager of the Chicago *Tribune* from 1879 to 1894, died last week at his home in Chicago. He went to Chicago from New York in 1871. He was identified with early Chicago advertising history, and is said to have obtained the first full-page advertisement from a State Street department store ever given to a Chicago newspaper.

### F. C. Rand to Be Guest of Agency Association

Frank C. Rand, president of the International Shoe Company, St. Louis, will be the guest of honor at a dinner to be given at Hotel Pennsylvania on January 19 by the New York Council of the American Association of Advertising Agencies.

### O. H. McCormack Made Officer of Hudson Motors

O. H. McCormack, for five years general sales manager of the Hudson Motor Car Co., has been elected vice-president of the Hudson company. He will continue in charge of sales, advertising and service in connection with both Hudson and Essex cars.

### Three New Accounts for Detroit Agency

C. C. Winingham, Inc., Detroit advertising agency, has obtained the accounts of the Reynolds Spring Co., Jackson, Mich.; the F.B. Electric Co., and the Wayne County and Home Savings Bank, both of Detroit.

### "Coast Banker" Appoints Eastern Manager

Joseph A. Klein has become Eastern manager of the *Coast Banker*, of San Francisco, with offices in New York. Mr. Klein was formerly business manager of the *American Bankers' Association Journal*, New York.

1922

to say

the in-  
even  
com-  
etins  
nem-  
con-  
rt in  
de-

, or  
such  
pre-  
con-

s  
dver-  
dune  
at his  
icago  
was  
ising  
d the  
m a  
given

of

In-  
ouis,  
nner  
a on  
il of  
ertis-

ade

s  
ears  
dson  
vice-  
He  
lver-  
with

r

etroit  
the  
Co.,  
Co.,  
ome

s

tern  
San  
ork.  
nan-  
cia-



## COMPETING TO BUY A \$135,000 A DAY OUTPUT

When the Standard Oil Company recently contracted to buy 50% or more of all the crude oil produced by the Humphreys-Mexia Co. (estimated at 90,000 barrels a day or, at present prices, a purchase of \$49,340,000 a year) men outside of the oil industry probably thought that Standard interests were the only ones who could swing such a deal.

In actual fact, Standard of Indiana had to act and close rapidly, as several other companies were actively after the same opportunity.

An industry which operates on such a scale makes a wonderful market. Let us give you a picture of the possibilities it holds for you.



*Members A. B. C. and A. B. P.*

## NATIONAL PETROLEUM NEWS

812 Huron Road

Cleveland, Ohio

TULSA, OKLA.  
408 Cosden Bldg.

District Offices:  
CHICAGO  
432 Conway Bldg.

NEW YORK  
342 Madison Ave.

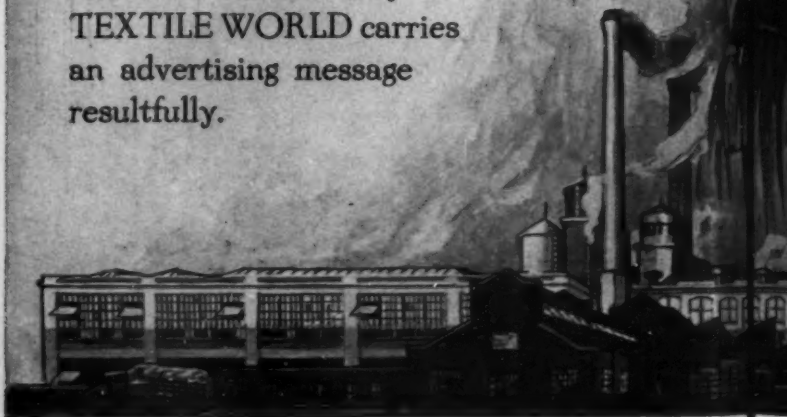
HOUSTON, TEXAS, 614 Beatty Bldg.



# Textile



Regarded as the official  
weigher of market values  
and conditions in the  
textile industry — just  
one more reason why  
TEXTILE WORLD carries  
an advertising message  
resultfully.



THE STANDARD ENGRAVING CO., NEW YORK.



# le World



BRAGDON, LORD & NAGLE CO.  
334 FOURTH AVENUE, NEW YORK

Send for a copy of  
*Selling to Textile Mills*

TEXTILE WORLD is a charter member  
of the Audit Bureau of Circulations and  
Associated Business Papers, Inc.





## WHEN IS A MAT NOT A MAT?

**G**IVE up? You'll be safe in answering that a mat is not a mat when it is not made by O'Flaherty.

In other words O'Flaherty's Peerless Mats are known factors in matrix reproduction. They are the result of twenty-five years of mat-making and experimentation, during which time all known methods of mat-making have been tried, including the so-called dry mat, various compositions, etc.

The result is—O'Flaherty's Peerless Mats. Known to the trade as "wet" mats, this designation really means that more care is given to their making.

We hate to use that old line "Accept No Substitute" but it certainly is a good one for

## O'FLAHERTY'S PEERLESS MATS

*Made by O'FLAHERTY*  
225 West 39th St. New York.





**Figure 6**

# The Appeal of Novelty in Ice Cream

Colorado Creamery Advertises Specialty into Success

THE management of a prosperous Western creamery, which manufactures, wholesales and retails butter and ice cream, took some time several months ago to "size up" local business

months would likely shrink also.

The creamery business, especially in the case of relatively small city enterprises like the Alpha, is fraught with possibilities. The owners and managers

of the Alpha Creamery, Mr. and Mrs. Edward Leach, chose a single ice cream specialty which the creamery had made and sold in a small but growing way for years—"Alpha Individuals." These were single servings of ice cream moulded into odd shapes of animals, vegetables, etc. The company had from 600 to 800 different individual moulds. The strange thing is that, although these individual moulds have been made for years, most people have never heard of them. They are still genuine novelties.

The cost of manufacture is higher than with standard ice cream. The Alpha Creamery, for example, pays its mould expert \$15 a week more than an ordinary ice cream maker would command. Investment is required for

moulds. The number of "individuals" that one man can mould in a day is limited.

Probably it is on account of these higher costs, coupled with inappreciation of the market, that the ice cream manufacturing trade has not done more with the novelty product. At any rate, Mr. and Mrs. Leach thought they saw



## ICE CREAM for Christmas

Your order for fancy ice cream should be placed now. Alpha Individuals for Christmas are especially good; we can make the following in assortments or all of one kind:

### ALPHA INDIVIDUALS

1. SNOWBALLS—rounded balls of tutti-frutti ice cream, rolled in coconut. 2. RED CHRISTMAS BELLS—made of the celebrated Alpha tutti-frutti all-cream ice cream. 3. CHRISTMAS STOCKING. 4. DRESSED-UP DOLLS. 5. SANTA CLAUS—with his red cap, red coat and white whiskers. He bears in one arm a little green Christmas tree. 6. TURKEY GOBBLE. 7. PUMPKIN. 8. EARS OF CORN. 9. WINTER FRUITS AND FLOWERS.

**HOLLY BRICKS**—A solid brick of pistachio ice cream with red maraschino cherries all thru it.

**CHRISTMAS BRICKS**—The popular red, green and white brick of pistachio and vanilla ice cream and cherry ice.

**BELL CENTER BRICKS**—Red Christmas bell all thru of ice cream. A bell in every slice.

**CRANBERRY SHERBET**—To be served with the turkey.

### PRICES, PACKED AND DELIVERED.

|                              |       |                              |      |
|------------------------------|-------|------------------------------|------|
| Ice cream, quart .....       | \$.75 | Ice or sherbert, gallon .... | 1.50 |
| Ice cream, gallon .....      | 1.50  | Alpha Individuals, dozen ..  | 3.50 |
| Ice or sherbert, quart ..... | .75   | Bricks, quart .....          | .50  |
| Bricks, gallon .....         | 2.50  |                              |      |

Delivery anywhere in city—ON TIME! (But order early for Christmas Day.)

We can ship individuals or fancy creams to out-of-town customers.

### THE ALPHA CREAMERY

First and Broadway.

Telephone South 720-721.

POINTING THE WAY TO PURCHASES OF "ALPHA INDIVIDUALS" FOR SPECIAL OCCASIONS

conditions. Goods were shrinking in dollar value; people were buying carefully; the rank and file of businesses were calling it well done if they held their volume, without at least moderate shrinkage. The creamery, the Alpha, of South Denver, Colorado, reckoned that unless it aggressively merchandised, its volume in coming

possibilities in their Individuals. They consulted with an advertising agency, and as a result an advertising campaign was inaugurated.

This campaign, using sales letters and newspaper space, was remarkably successful, and at very modest expenditure for advertising. A demand for the Alpha-Individuals which was quite exceptional developed overnight. Mail orders, for example, came in from all parts of the territory reached by Denver newspapers—from points in some cases too distant to ship to. Acting as a leader, the Alpha Individuals stimulated demand for butter and other goods carried. Instead of the feared fall shrinkage in business, there was a healthy increase, and there was no shadow of doubt just where the credit belonged.

The advertiser can capitalize in ice cream the appeal of the season. Turkeys, pumpkins, grapes, etc., at Thanksgiving; Santa Claus, stockings, holly, reindeers, and so on, at Christmas; cherry trees, axes, Valentine novelties, etc., in February; spring flowers and St. Patrick novelties in March are only a few of the things available. The possibilities are infinite. Fraternal moulds, for affairs of the various orders, are a field in themselves. They can be prepared in special shapes for any social occasion, and once the Individual idea itself has ceased to be novel, there still can be novelty in its execution.

#### SALES LETTERS USED

An illustrated leaflet descriptive of Alpha Individuals is prepared and sent out with a letter every month. The October letter read:

Such a slight touch of individuality is sufficient to delight guests at a dinner party that I am sure you will be interested in the inclosed suggestions for unique dessert made to your order.

While these suggestions apply particularly to Hallowe'en, we have several hundred other individual ice-cream moulds that offer similar clever ideas for every sort of an occasion—from a children's party to a dinner in honor of the governor.

So if you're not entertaining this Hallowe'en, perhaps we may have the pleasure of supplying the ice cream or sherbet on some other occasion later.

We deliver anywhere, anytime. If you have a 2 o'clock luncheon, your cream will be delivered at 11; if you want your cream for 6 o'clock, it is delivered at 4. I know you'll find it hard to believe, but you'll never have to worry over Alpha delivery. Perhaps it takes a woman to appreciate just what it means to have a 2 o'clock order arrive at 11 o'clock.

This letter was over the pen-and-ink signature of Elizabeth Leach.

#### COMING OF THE CREAMERY STORE

This experience of the Alpha Creamery is significant in another way which should interest readers—the development of a new type of business, the creamery store, which both manufactures and retails, and perhaps in addition sells at wholesale.

An article in *PRINTERS' INK* in August, 1919, alluded to the centralization movement that was rapidly concentrating the bulk of the nation's production of butter in large so-called centralized creameries, manufacturing on a gigantic scale and drawing supplies of cream from a radius of hundreds of miles. Just as the centralized creamery only a short time ago was a phenomenon, so now the small, local city creamery, which also retails, is a present-day novelty. This type of city creamery is undergoing rapid evolution; no one can say just what sort of an enterprise it will become as a type.

This new kind of creamery occupies a retail location. It manufactures butter and ice cream, and retails them. It sells milk at the store and sometimes over routes.

At Boulder, the Clover Leaf Creamery has its plant in the rear of a retail store on the main business street. The store retails butter, milk, ice cream, soda fountain merchandise, and candy. This creamery manufactures its own candy, and has a brand of chocolates which it advertises and wholesales all over Colorado under the brand name "Out West."

Joy's, of Denver, combines the manufacture and retail sale of butter, with delicatessen, light lunches, and grocery specialties.



## *The Works of a Watch — Or the Case?*

The *buying power* of a newspaper's circulation is the real "works" in any advertising "tick tock." Circulation figures alone are the "case"—they serve for adornment. Advertisers today must dig for *facts*, not *figures*. Any adding machine will furnish figures aplenty, but facts—they are not made-to-order.

As an advertiser, ask yourself these things about circulation—What is a circulation unit *worth*? Has it any *buying power*? Is it *intelligent*? Fifty circulation units possessing good incomes, are worth five hundred of the variety that lives in a "near leather" suitcase.

If you *know* that your advertising message is reaching *buying power* in *sufficient volume*, that is *all* you need to know. The Free Press can prove to any advertiser immediately that it actually reaches and covers the **REAL** buying power of Detroit.

## **The Detroit Free Press**

*"Advertised By Its Achievements"*

VERREE & CONKLIN, Inc.

Foreign Representatives

New York

Chicago

Detroit

Portland, Ore.

The Alpha Creamery occupies an excellent retail location. It has a soda fountain, and retails eggs, butter, milk, and ice cream.

As yet, many local city creameries have not risen to their opportunity, and occupy poor retail locations. Most of these, however, retail butter and ice cream for family trade. Recently one such Colorado small city creamery, in a poor retail location, discontinued the wholesale distribution of its butter—cash-and-carry retail demand having grown to the point where with a little stimulation it would take the whole output. This particular creamery is literally being forced—the opportunity is so plain—to lease a better retail location, and take on other retailing activities.

These creameries, which also retail, can be counted on to become increasingly a factor in the soda fountain trade. Things also will happen, it can be predicted, in the bulk retail sale of ice cream. The Alpha Creamery's successful promotion of its Individuals shows there is plenty of scope for enterprise.

### "Eskimo Pie," a New Advertiser

The Gardner-Glen Buck Company, Chicago, is placing orders in newspapers for a new ice cream confection to be known as "Eskimo Pie." It is a patented product to be put out through ice cream manufacturers under license from the inventors, the Russell Stover Company, of Chicago. Newspapers will be added to the list as fast as contracts in the different cities are signed, and a general campaign in magazines will be taken up later.

### E. L. Campbell with W. T. Rawleigh Company

E. L. Campbell, who for fourteen years was sales and advertising director of the J. R. Watkins Company, Winona, Minn., has joined The W. T. Rawleigh Company, Freeport, Ill., as advertising manager.

### Williamson Tate Dies in Philadelphia

Williamson Tate, Philadelphia representative of Edwin Bird Wilson, Inc., New York advertising agency, died recently at his home in Berwyn, Pa. Before the war Mr. Tate had his own agency in Philadelphia.

## A Monthly Suggestion That Increased Orders 100 Per Cent

BEATTY COAL COMPANY  
SOLE AGENTS "JEWEL" SMOKELESS  
KANSAS CITY, MO., Dec. 21, 1921.

Editor of PRINTERS' INK:

I have heard it stated that no one should pay any particular attention to anything that hasn't something in particular to do with his line—business, profession, or whatever else. I don't believe that man ever read PRINTERS' INK, either *Monthly* or *WEEKLY*.

Our "Jewel" mine was shut down—between-season lull. Retail orders slow. Mr. Johnson's article, "Making Selling the Keynote of Business," in the December *Monthly*, helped us decide on steady running at any price. A temporary 10 per cent cut has increased orders more than 600 per cent and put the mine back almost on a full-time basis.

However, I set aside one whole evening a week for absorbing the *WEEKLY*, and during the month read the *Monthly* complete and go back over the most interesting articles in the *WEEKLY*. To my mind, your magazines are the best business magazines published today; and it would certainly seem out of the way for me to try and tell you how to run them.

R. R. BEATTY.

## National Advertising Commission Will Meet

The National Advertising Commission of the Associated Advertising Clubs of the World will hold its January meeting at Buffalo, N. Y., on January 9 and 10. The general theme of the meeting will be "The How and Why of Advertising." Among speakers scheduled for this meeting are: Louis Blumenstock, advertising manager, Stix, Baer & Fuller, St. Louis; John Sullivan, secretary-treasurer, Association of National Advertisers; Charles Henry Mackintosh, president, Associated Advertising Clubs of the World; E. B. Moon, Lakeville, Ind.; Harry J. Winsten, sales and advertising manager, The H. Black Co., Cleveland, O.; Truman De Weese, director of publicity, Shredded Wheat Company, Niagara Falls, N. Y., and Harry Spillman, Remington Typewriter Co.

## Canadian Publisher Appoints C. E. Miller

Charles E. Miller has been appointed Eastern United States representative, with headquarters at New York, of the Continental Publishing Co., Limited, Toronto and Montreal, publisher of *Everywoman's World* and *La Canadienne*. Mr. Miller succeeds John C. Hogan, who, as recently reported in PRINTERS' INK, has joined the staff of Smith, Denne & Moore, Ltd., Toronto advertising agency.

Bernard Dyer, formerly sales manager of Acheson Graphite Company, Niagara Falls, N. Y., is now in charge of sales for the Hoge Manufacturing Co., New York, manufacturer of Pal Pencils.



**James S. Kirk & Company**

Chemists

**Soaps, Perfumes, Glycerine**

1232 WEST NORTH AVENUE

Chicago, U. S. A.

December 15, 1921

Chicago Herald and Examiner,  
Chicago, Illinois.

Gentlemen:-

The writer has noted with a great deal of interest some of the dealer window displays which are scattered throughout the city, contestants, we understand, in the Herald and Examiner Window Display Contests.

We are very much surprised to note the high standard of display art which has been achieved by so many of the dealers. We believe that the Herald and Examiner is rendering a very valuable service in stimulating an interest among the various retailers as to the value of their windows as trade pullers.

We also want to take this opportunity of expressing our appreciation for the help that you have been in our campaign in Chicago on American Family and Jap Rose Soaps.

With our very best wishes, we beg to remain

Yours very truly,

JAMES S. KIRK & COMPANY

S. C. Jones

Advertising Manager

*Ask to be placed on the mailing list of the Chicago Retailer, the grocery trade paper through which the Herald and Examiner conducts monthly Window Trim Prize Contests.*

CHICAGO  
**HERALD EXAMINER**  
AMERICA FIRST

*In Wichita—in Kansas*

# The Wichita

dominates the

Again in 1921 The Eagle

During the year 1921 The Eagle carried *more than*

## 8,150,000

lines of advertising

This is a lead over any other Wichita, Kansas, publication of *more than*

## 1,300,000

lines of advertising

I solemnly swear that the above figures and statements of advertising of the Wichita Eagle are true and correct. (signed) F. L. GALLE,  
Clerk of Records, Wichita Eagle.

— and again in 1921

City Circulation — Suburban

See A.B.C.

Represented by

S. C. BECKWITH

NEW YORK — CHICAGO  
DETROIT

nsas—in Northern Oklahoma

# Wichita Daily Eagle

dominates the field

gle leads in Advertising

In total local advertising alone—that purchased by  
Wichita institutions and the people of Wichita—

The Eagle carried *more than*

## 6,800,000

lines of advertising

This is a lead over any other Wichita, Kansas, pub-  
lication of *more than*

## 670,000

lines of total local advertising (Classified and Display)

g of the  
Eagle.

Subscribed and sworn to before me, a notary public, this 31st day of  
December, 1921. (signed) C. W. SPEER, Notary Public.

My commission expires March 20, 1923.

## 1921 The Eagle leads in

urban Circulation — Total Circulation

e A.B.C. Statements

## WITH SPECIAL AGENCY

KANSAS CITY — ST. LOUIS  
ATLANTA

---

**SWEET'S ENGINEERING CATALOGUE**

---

## The Last Call

The last forms for the Eighth (1922) Edition of Sweet's Engineering Catalogue close January 31.

### Contracts Signed

between December 19 and December 28 for representation in the 1922 "Sweet's" included those of

American Brass Company  
American Rolling Mill Company  
Ames Iron Works  
The Barrett Company  
G. Drouvé Company  
Economy Fuse & Manufacturing Company  
George J. Hagan Company  
Ingersoll-Rand Company  
Keasbey & Mattison Company  
Locke Regulator Company  
Parks-Cramer Company  
Pneumercator Company, Inc.  
William Powell Company  
The Refinite Company  
John Simmons Company  
Stephens-Adamson Manufacturing Company  
Toch Brothers  
United Conveyor Company  
United States Gypsum Company  
Wright-Austin Company

---

**SWEET'S CATALOGUE SERVICE, Inc.**

Member A. B. C.

---

119 WEST FORTIETH STREET

NEW YORK CITY

---

# Advertising Helps Sell Car Rides at Wholesale Prices

Youngstown Municipal Railway Adopts Modern Merchandising Methods to Increase Revenue

By Walter Jackson

ALL possible customers know what a street-car ride is and there are few new copy or sales angles that can be devised concerning it. But the electric railway manager for many years has been up against unusual competition. At one time he might have been likened to a country merchant who owned the one general store for miles around, or to the manufacturer who had an absolute monopoly of his product. He was selling the sole means of street transportation, and the thing he was selling was so commonplace that the most progressive manager seldom could see a way of giving added zest to his product. Also he was up against the problem of a fixed price. A five-cent fare was traditional with the whole industry, and any effort on his part to change the rate of fare either up or down was looked upon with suspicion by public service commissions or other bodies that watched the behavior of public utilities.

The coming of the automobile was the first competition to the monopolistic outlook of the industry. In the smaller cities especially people could choose whether they wanted to ride or not. They could accept or reject the product the street railway had to sell. In the meantime, cost of labor and raw materials going into a car ride had increased greatly. Then came the next big competitor—the ubiquitous jitney. In the jitney operator the street railway company had a frank, hard-hitting competitor, with none of the responsibility and few of the taxes that the electric railway company had to bear.

The usual plan followed by electric railways to meet this new and unusual competition has been to seek restrictive legislation or

ordinances to hinder the operation of the jitney. This plan had one great weakness, as it depended for its success almost entirely upon public sentiment in the communities affected, and in many of those communities the jitney had been sought for by a large proportion of the public.

The Youngstown Municipal Railway Co., of Youngstown, O., reached the conclusion that the only way to remove the jitney danger lay in giving a proper service at a fair price—a service that could not be met by competitors, and then in merchandising that service in a new way. Youngstown, a city of 146,000, already had a multitude of these competitors of the electric railway. They had survived ordinances and laws. Although they were charging a ten-cent fare against nine cents cash and an eight-and-one-third cent ticket on the street-cars, they were taking a substantial amount of traffic that the cars wanted and needed. For only a trifling proportion of the business done by jitneys was in districts not fully served by street railways. The question of failure to meet traffic needs was not, therefore, a valid reason for the competition.

## PLAN DESIGNED TO INCREASE SLACK PERIOD BUSINESS

Having come to the conclusion that further increases in fare and consequent reductions in patronage would not increase income, Garret T. Seely, president of the railway, turned to a plan of wholesaling street-car rides that had been effective at Racine, Wis., in keeping off the jitney competitor. This idea is the "unlimited ride, weekly pass." It means the sale of a new and different kind of ticket and is designed to

increase volume by decreasing price. The purchaser pays to the conductor every week a fixed sum slightly above the cost of fifteen rides a week for a pass that entitles him to ride as often as he pleases during the

to offer. It is impossible for the latter to duplicate this proposition of unlimited service. The first result must be that every person who buys such a pass no longer boards the first vehicle—jitney or car—that comes along,

but naturally holds out until the car comes, for the good reason that he has already paid his fare and is going to get all he can for his outlay. It goes without saying that when 20 per cent or more of former jitney customers are converted to street-car pass riders, the jitney man starts to go out of business automatically, because his margin of profit has been wiped out—not through ordinances or taxation, but through the deliberate choice of a non-antagonistic public.

At the present time the number of jitneys has already been cut in half and the rest are going at the rate of two a day.

In the case of Youngstown, the pass is sold for \$1.25, whereas twelve nine-cent rides would cost \$1.08 and even fourteen 8 1/3-cent rides would

cost \$1.14 2/3 cents. To offer unlimited riding, therefore, for the few cents more might seem like a poor proposition. But it is not so bad as it looks. The fact was that, like other electric railways, the Youngstown company had been furnishing two seats or more for every passenger carried. Also, like other electric railways, people might be standing during the two or three rush hours, while any number of empty seats had to be wheeled around the rest of the day. At Youngstown, indeed, even

(Continued on page 83)

## Ride All Week for \$1.25

Buy a Weekly Street Railway Pass  
Good for Unlimited Rides

THE Weekly Street Railway Passes are now on sale. They will be good for transportation anywhere within the city fare limits beginning Monday—that is immediately after midnight Sunday. They will be good for an unlimited number of rides for the bearer for an entire week—Monday to Sunday inclusive.

Each week new passes will be placed on sale. In every instance they will be good from Monday to Sunday, inclusive. That is they will be accepted as fare for the bearer when shown to the conductor any time between midnight of Sunday and midnight of the following Sunday for the week designated on the pass.

### A PASS COSTS ONLY \$1.25

This means that any one, for the same amount he would pay any way for transportation to and from his work each morning and evening together with one or two other necessary rides in a week, can do all the additional riding he chooses actually free of cost.

Shopping trips to the big stores, coming downtown in the afternoon or evening to go to the "movies" or theater, visiting friends on Sunday or in the evening, trips to the butcher's, the baker's or the grocer's or anywhere else, can be taken without paying additional fares.

### TO THE WORKMAN

this innovation in paying for street car transportation is of particular interest. His weekly rides cost him practically as much as a pass, but with a pass many additional rides may be taken without extra cost. When he is at home, his wife may use his pass to do her shopping; he can send his boy or girl on an errand and there is no carefare to pay; he can go where he chooses after working hours without one cent further expense.

Passes will be on sale Friday, Saturday and Sunday preceding the week in which they are to be used and in the early part of the week for which they are issued.

BUY YOUR PASS EARLY AND ENJOY SEVEN DAYS OF  
UNLIMITED RIDING FOR \$1.25.

The Youngstown Municipal Railway Co.

HOW THE WHOLESALE RIDES WERE ANNOUNCED  
IN NEWSPAPERS

week of issue on any car of the company at any time and for any distance. The idea of the pass, which was adopted from European practice, is not new, but the setting of the price in excess of two cash rides a day was novel.

Looking at the matter first from a rate-cutting competition standpoint, it will be seen at once what an advantage the pass gives to any company with vehicles running everywhere at all hours, as compared with the competing operator who has but one vehicle

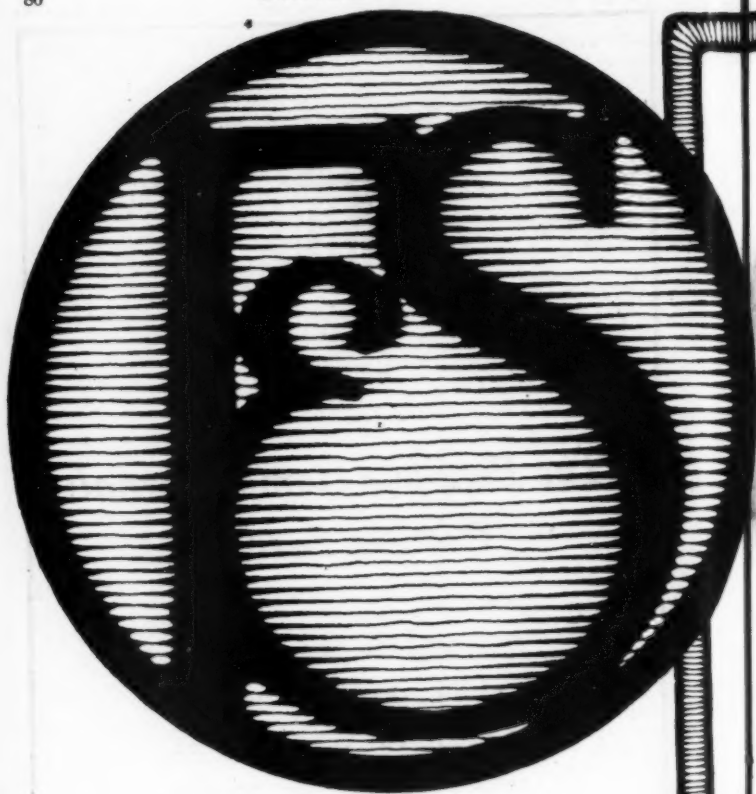


***The People's Home Journal***  
***Pattern Service***

is geared to the authority  
and the speed of New York  
Ready-to-Wear Styles  
which now set the popular  
fashions for America.

**The People's Home Journal**  
**NEW YORK**

*For 37 Years the Magazine for Every Member of the Family*



# Fuller & Smith

## ADVERTISING CLEVELAND

Eight Hundred The Bulkley Building

*Charter Member the American Association  
of Advertising Agencies*



## Can Economy Go too Far?

Economy, thrift, insurance of liabilities, are things that are in all men's minds. They have carried many a business over a difficult period and started it on the up-grade again.

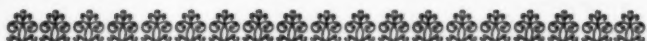
Industry will not discard these tried and proven counsellors. *But, never have they, alone, won a great cause, or built a great business.*

They have to call upon other equally valuable agencies—vision, faith, constructive genius and a fighting perseverance that never admits defeat.

These qualities are essential, and mark the men who will put business—or any business—back on its feet. Men who know economy and thrift, because they have gone, unaided, through days that tried their very souls. Men who scrimped and saved and borrowed to meet a pay roll; who overcame bitter sales resistance by patience and good will; who solved factory problems by working eighteen hours a day.

These men know the value of a dollar—make no mistake about it; they know it better than those who only know how to save it. They know how to make it create new wealth, new products, new opportunity for their fellow men.

This organization is privileged to serve such men, and will welcome an opportunity to discuss Fuller & Smith service with other men who have, like them, the vision of a future of accomplishment and progress.



## Planned Printing Pays Profits

**W**E have ready for distribution, at monthly intervals, a series of twelve books that make it easier for you to plan more effective printing.

These books show the printing results that may be obtained on Warren's Standard Printing Papers, a collection of papers that answers every requirement for better commercial printing and direct-by-mail advertising. They also contain information which will enable you to secure a clearer understanding of your prospective buyer.

During January "*Making it easier to plan printing on Warren's Cameo*" will be distributed. We will send this book to printers who write for a copy.



### HENRY LINDENMEYR & SONS

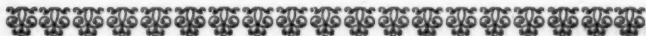
Headquarters: 32-34-36 Bleecker St., New York

Downtown Branch, 16-18 Beekman Street, New York

Printing Crafts Building, 461 8th Ave., New York

Newark Branch, 80-82-84 Clinton Street, Newark, N. J.

Hartford Branch, 58-60 Allyn Street, Hartford, Conn.



the rush-hour cars were not overloaded, owing to the jitney competition. We see, therefore, that the company was in a position to carry a great many more riders without extra cost, provided such riders came on during the many hours when there were seats to spare. It thus adopted the merchandising principle of increasing volume to reduce unit overhead cost.

This is precisely what the pass accomplishes in large measure. The principal purchasers are people who are already taking two rides a day during the morning and afternoon rush. If they buy a pass they cannot, physically, duplicate their rush-hour riding, but can go home to lunch, ride to a show in the evening, or take some other ride having nothing to do with their compulsory travel to and from work. The only addition to the rush-hour traffic comes from people who were formerly rush-hour travelers on the jitneys. Because of these, the company has made a slight increase in its rush-hour accommodations, but the greater part of the day sees much the same service as before the pass was put on. The pass has increased the riding between 35 and 40 per cent, while the gain in revenue has been approximately half of these percentages, varying up or down according to the traffic stimulants or depressants of successive weeks. All this has been accomplished in nine weeks from October 3.

#### ADVERTISING THE PASS

A little reflection will show what splendid advertising opportunities lie in pushing an unlimited service proposition like this. From being an apologist for every increase in fare and from suffering antagonism each time, no matter how much the increase was justified, the company suddenly was able to turn the tables and secure more revenue from more instead of fewer riders. Instead of injuring the life of the community through cutting down circulation on the cars, it could help to improve the life of the community in every direction by raising

the circulation on the cars. The campaign of selling the pass was conducted to this end in two ways: By word of mouth sales talks and by the newspaper and car advertisements, both handled in co-operation under the company's director of public relations, Frank Wert.

The verbal campaign consisted largely of personal talks with the managers of the big department stores, the theatres, the Kiwanis Club, the directors of Y. M. C. A. and Y. W. C. A. activities, etc. The general argument used with

*No need to worry  
about skidding  
in a street car.*

Illustration of icy streets  
and slippery bridges are  
left behind in the garage  
when you ride all week on  
a Street Car Pass for \$1.25.

SEASONABLE COPY TO KEEP PEOPLE  
REMINDED

these interests was that their business was being injured by the fact that people could not afford, in these times, to ride any oftener than they had to, due to the high rates of fare. The riding they did not have to do was precisely this riding to the stores, to the theatres and to the night schools, entertainments and gymnasiums. The company, realizing the situation, was anxious to increase that class of riding. It could not afford to lower the cost of the individual ride, but it had in mind a plan that would give a reduction to those who were willing to patronize it regularly and pay in advance the equivalent of a bit more than two full fares a day.

The people interviewed were not slow to grasp the meaning of this plan and asked how they

could co-operate with the street railway—in itself a novel notion. The merchants were asked to sell passes during the first two or three weeks, and, if consistent, to give a little boxhead or "car" to the pass in their advertising. The theatres were asked to display slides telling their patrons that they could come again that week without paying fare or send a friend down on the pass. The Y. M. C. A. and Y. W. C. A. were asked to put up posters and sell passes, also through the introductory period only, inasmuch as the great mass of sales would soon be handled by the logical sales force—the car conductors. The most gratifying co-operation was obtained in this manner.

The advertising campaign consisted during the week preceding the issuing of the pass of a variety of advertisements in the local daily and weekly papers, the latter including foreign-language periodicals and cards displayed in the car windows themselves. The outside, facing the street, the automobilist and the jitney rider, carried a short message that could be read a hundred feet or more away; the inner side carried a more extended story for the person riding in the car.

The conductors themselves, as the sales force, tied up closely with the advertising campaign. They were told that as the salesmen of the company it was well to understand the company's need for more revenue, but it was also well to understand that in securing this increase in revenue the management was anxious to make the work of handling more people as easy as possible. The pass rider would be of that kind, for all that they would have to watch for was to see that the pass presented was for the right week and for but one person at a time. The pass seems to have put new ambition into many of the men, making them realize for the first time that they really are salesmen and not merely door-operators and bell-yankers. Two-fifths of all passengers are now riding on the pass.

The financial results so far

fully justify the company's decision in favor of the pass. For the first nine weeks the average weekly revenue shows an increase of more than 14 per cent over the average revenue of the three weeks immediately preceding the pass. This increase is twice the rate of increase shown by adjacent lines of the same management on which no pass was introduced. Also, the twelve weeks covers the period September 12-December 4, which omits summer depression on the one end and Christmas shopping stimulation on the other end. Hence the comparison affords a fair example of what part of the increase has been due to cooler weather and what part to advertising something the public wanted.

There is no question that it is just as easy to stimulate car traffic through merchandising plans as it has been thus to stimulate the sales of more tangible articles. It is simply a question of furnishing the article in the shape and at the price that appeals to the public as right, and then merchandising the new product, using the most modern sales and advertising methods.

If more street-car companies realized this fact they would become merchants and advertisers in a large way.

### With Copy Staff of San Francisco Agency

G. O. Seabee, formerly director of publicity for the Gates Rubber Company, Denver, has joined the copy department of Emil Brisacher and Staff, San Francisco advertising agency. Mr. Seabee was at one time advertising manager of the General Fireproofing Company, Youngstown, O., and plan and copy chief of the Firestone Tire & Rubber Company, Akron, O.

### G. W. Cushing with Barton, Durstine & Osborn

George W. Cushing, who has been advertising manager of the Hudson Motor Car Company, Detroit, maker of Hudson and Essex motor cars, has joined the Buffalo office of Barton, Durstine & Osborn, Inc. Mr. Cushing was advertising director of the Federal Motor Truck Company before joining the Hudson company.

# ST. LOUIS

## Speaks in Superlatives



**Freight-Handler  
to the Nation**

—A city of quick and reliable shipments. A rail and river center. Your merchandise moves through St. Louis without delay or embarrassment.

and offers a superlative  
advertising medium

# Globe-Democrat

**Largest Daily Circulation  
of Any St. Louis Newspaper**

**NATIONAL REPRESENTATIVES**

**F. St. J. Richards**  
New York

**Guy S. Baborn**  
Chicago

**J. S. Scolaro**  
Detroit

**R. J. Bidwell Co.**  
San Francisco  
and Los Angeles

**Dorland Agency Ltd., London**

Build a  
Lasting Foundation  
by creating a  
Good First Impression

DEJONGE *Art Mat* has the subtle glow of old ivory, although the dull-coated surface does not permit a reflection. The reader can feel the dignity of a catalogue printed on DEJONGE *Art Mat* as he turns its velvety pages.

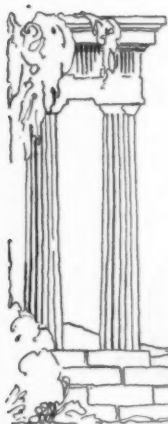
It compliments him subtly on his good taste, whether it is showing him an *automobile, real estate, machinery, shoes, hardware, furniture, jewelry, or the exterior or interior of a bank or office building.* Careful printers all over the country prefer to work on DEJONGE *Art Mat*. It gives a uniform appearance throughout the run.

Send for "First Impressions." It shows you the beautiful printing qualities of DEJONGE *Art Mat*.

Please send us samples of your best work on DEJONGE *Art Mat* for our exhibit.

**LOUIS DEJONGE & CO.**

69-73 Duane Street New York



## Who Started "Say It with Flowers"?

THE GEORGE L. DYER COMPANY  
CHICAGO, December 27, 1921.

Editor of PRINTERS' INK:

Just read the Schoolmaster's article in the December 22nd issue, on "Say It With Flowers"—and note the candor of Penn in passing it along to a Boston agency man.

I am not crying "stealing my stuff" but—a check up on this (so long as you admit it the best slogan ever coined) ought to be worth while.

I contend that Darling's Flower Shop, Los Angeles, first presented the slogan—and several times—back in 1911 or 1912, shortly before Reeve Darling married and went around the world, a portfolio of his advertising tucked beneath his arm to show other florists what he had done—and to obtain ideas of what they were doing. Some time after this the association began its work and the slogan was made a keynote. And, at this date, the Darling Shop advertising remains the finest example of florist advertising ever done.

The writer had charge of the Darling Shop advertising—Oscar Bryn doing the art work—when this slogan was coined.

I am not mentioning these things for self-praise but to give you sort of a line-up on the matter. Would like to see Darling's Shop get credit for having the slogan originated for it. I don't believe in copy-cutting—even if something is lifted and given a large association, unknown to it, perhaps.

Fair enough?

SHERLEY HUNTER.

P. S.—I don't want to be known as a slogan-maker or other trick stuff!

THE BRAZILLA CO.  
MINNEAPOLIS, Dec. 27, 1921.

Editor of PRINTERS' INK:

Permit me to help you pin down the "Say It With Flowers" slogan.

It came into existence about four years ago at a national florist convention held, I believe, at Cleveland.

At one of the meetings, after the routine business had been disposed of, an open discussion was announced and members from various sections of the country were called upon to make a few remarks relative to the situation in their section.

After several men had been heard from, the chairman called on Peter Lindberg of Rugby, N. D., to tell how they do things in that State.

Mr. Lindberg has, over a period of years, built up the largest, finest and most successful florist business in his section, and typical of the many men who do, rather than perfect themselves in speech-making, he got up and said: "Out there we Say It with Flowers."

During the balance of the meeting and the convention, the words were repeated with approval by members and groups, and taking firmer and firmer root, they developed into the status of a slogan.

I am not sufficiently familiar with the exact details of its development to

give a more accurate account but it is quite possible that Mr. Lindberg himself can supply the missing links.

THE BRAZILLA CO.,  
C. R. RASMUSSEN,  
Manager.

THE APEX ELECTRICAL DISTRIBUTING  
COMPANY

CLEVELAND, Dec. 28, 1921.

Editor of PRINTERS' INK:

The Schoolmaster's lecture of December 22 on the slogan "Say It With Flowers" was very interesting to me, so much so, in fact, that I feel inclined to give you the impressions that have been given the subject here in the West.

Perhaps it is just curiosity on my part, but I am sure that the success of this slogan has been so apparent that most everyone interested in advertising would be glad to know exactly who is responsible for this slogan.

At the time of the meeting of the Publicity Committee of a society of American florists in Cleveland four years ago, I was in close personal touch with the Western representative of the *Metropolitan Magazine*. I know for a certainty that this magazine carried most of the schedule for the florists' national advertising, and I have had numerous advertising men through this territory tell me on different occasions that this Western manager was the originator of the now famous slogan.

Whether or not this is true I do not know, but it is a fact that this party is now conducting in Chicago a sales and advertising service for a group of large florists in the Midwest and also publishing a syndicated house organ for a number of them.

The man's name is Payne Jennings, and being a very modest young chap he never intimated at any time that he was the originator of this slogan. Perhaps it was produced by a member of the O'Keefe Advertising Agency in Boston, as Mr. Penn says, but the impression among the advertising fraternity here in the West is that Payne Jennings is the founder.

You know, curiosity gets the best of us sometimes and possibly that is my main reason for writing you as I have, hoping that it is possible to bring to light the name of the party who is actually responsible for this famous slogan.

THE APEX ELECTRICAL DISTRIBUTING  
COMPANY  
CHESTER H. JONES,  
Advertising Manager.

## Cleveland Agency Adds Two New Accounts

The Sterling Manufacturing Company, Cleveland, has placed its advertising account with the The Powers-House Company, also of Cleveland. The Sterling company manufactures electrical automotive equipment. Automobile publications will be used.

The Powers-House Company has also secured the account of the W. B. McAllister Company, manufacturer of Little Chef electric stoves.

### New Accounts for Wells-Ollendorf

The Wells-Ollendorf Company, Chicago advertising agency, has secured the accounts of the David Strong Company, International Mail Order House and the Universal Specialty Company, all of Chicago. Preparations now are being made for an extension of advertising during 1922.

### Maujer Company Starts New Publication

The Maujer Publishing Company, of Chicago, is starting a new monthly publication to be known as *Bakery Profits*, which will have a circulation among bakeshops. The first issue will appear February, 1922.

### Otto N. Frankfort Returns to Advertising

Otto N. Frankfort, who has been general manager of Morris, Mann & Reilly, Chicago, Red Seal products, for the last year, has returned to the Chicago Elevated Advertising Company, with which he was formerly associated.

### New Agency in Milwaukee

H. T. Armer, recently of the copy and merchandising staff of Klau-Van Pietersom-Dunlap, Inc., Milwaukee advertising agency, has started a new agency in Milwaukee to be known as the H. T. Armer Company.

### American Chiclé Company Appointment

E. F. Curry has been appointed advertising manager of the American Chiclé Company, New York. Mr. Curry has been with the company for the last four years.

### Dwight P. Robinson Account for N. W. Ayer

Dwight P. Robinson & Co., engineers and contractors, New York, have placed their advertising account with N. W. Ayer & Son.

### Kansas City "Journal" Appointment

The Kansas City, Mo., *Journal* has appointed Verree & Conklin, Inc., New York, as national advertising representative.

John C. Cobb, formerly with the Chilton Company, of Philadelphia, has become representative of *Coal Industry*, *Forging and Heat Treating*, the *Blast Furnace and Steel Plant*, all of Pittsburgh, and *Starchroom Laundry Journal*, of Cincinnati. His headquarters will be in Chicago.

### Officers of San Francisco Club

The San Francisco Advertising Club has elected the following officers for 1922: President, Fred H. Mantor, Hale Bros.; vice-president, Henry Q. Hawes, The H. K. McCann Company; secretary, Leon G. Livingston, Horne & Livingston agency; treasurer, W. W. Douglas, Bank of Italy; new directors, Mrs. B. F. Woerner, advertising manager White House; Emil Brisacher, Emil Brisacher & Staff; Frank E. Carroll, New York Lubricating Oil Co.; Vernon Churchill, Honig-Cooper Co., and H. W. Norton, Newspaper Publishers Association.

### J. M. Case with Detroit Agency

J. M. Case has joined The Fred M. Randall Company, Detroit advertising agency, as vice-president in charge of sales and merchandising. He has been associated with Critchfield & Company and was previously advertising manager of the Garford Motor Truck Company, sales and advertising manager of the United Motors Company, and advertising manager of the Scripps-Booth Company, Paige Motor Car Company and the Regal Motor Car Company.

### New Accounts for Los Angeles Agency

The Harry J. Wendland Company, Los Angeles advertising agency, has secured the accounts of the Consumers Milk Company, National Tea Company of California, Winkelman Paint Company, manufacturer of Versailles enamel, and a toilet preparation account, Luk-o-tiva. Newspapers and direct mail will be used for the Versailles enamel account and newspapers and other mediums will be used for the Luk-o-tiva account.

### Springfield Agency Has Brush Account

The Constructive Advertising Agency, Springfield, Mass., has obtained the account of Better Brushes, Inc., Palmer, Mass., manufacturer of household brushes. Newspaper space is being used in cities where the company has branch selling forces.

### C. J. Durban with Ohio Stove Manufacturer

C. J. Durban has become advertising manager and assistant sales manager of The Favorite Stove & Range Company, Piqua, O. He was formerly advertising manager of the Detroit Stove Works.

### Joins Agency in Los Angeles

J. W. E. Service, formerly production manager of A. McKim, Limited, Montreal, has joined the R. C. Buchanan Co., Los Angeles advertising agency, in a similar capacity.





## What Makes or Breaks a Trip?

When your salesman starts out on the road there is one basic thing that determines just how much he will sell, and that is the number of people who are buying or will buy your product from the dealers he is to visit.

In these days when we are trying to make each sales trip more productive, a great opportunity is offered in Ohio, Pennsylvania and Michigan to those who will see it.

In these three States there is a farm market of nearly 700,000 families unlike that in any other part of the country in high standards of education, living and buying habits, because practically every one of these families live within an hour of a good-sized city. In these cities right where most manufacturers already have distribution—they do nearly all their buying and find a ready market at good prices for that which they have to sell.

And yet like most farm markets it has not been covered nearly as thoroughly or aggressively by consumer advertising as have the city markets.

If you are not reaching the consumers in this farm market you are neglecting a large part of the business done by the dealers in the cities of these three States. Put your story before them consistently in the Lawrence Farm Weeklies. Only then can you expect your salesmen covering this territory to get the most volume from your present dealers.

## The Lawrence Farm Weeklies

*Over 300,000 Every Saturday*

**Ohio Farmer**  
Cleveland, O.

**Michigan Farmer**  
Detroit, Mich.

**Pennsylvania Farmer**  
Philadelphia, Pa.

Members of Audit Bureau of Circulations.  
Members Standard Farm Paper Association.

Standard Farm Papers, Inc.  
Western Representative,  
Transportation Bldg.,  
Chicago, Ill.



Wallace C. Richardson, Inc.,  
Eastern Representative,  
95 Madison Ave.,  
New York City.

# CHIEFTAIN BOND

LOFT DRIED - TUB SIZED



CHIEFTAIN BOND

*with its*

*"NEENAH QUALITY"*

*and wide variety*

*of colors, sizes*

*and weights offers*

*exceptional advantages*

*for standardization.*

*"Satisfaction guaranteed."*

MANUFACTURED BY

**NEENAH PAPER COMPANY**

LOFT DRIED BONDS AND LEDGERS ONLY

NEENAH, WISCONSIN

WRITE FOR SAMPLES

# Some Things We Can Learn from 1921

Many National Advertisers Did a Bigger Business Than in the Previous  
Year—Some of Their Methods

By Roy Dickinson

THE wise camper in the forest profits by the example of those men who have gone along the trail before him. The old-time guide doesn't hesitate to use old campfire sites. Notched trees through the woods mean that somebody has been that way before, and it pays to observe the signs they left. The thicker the undergrowth, the steeper the mountain trails, the more unsuspected swamps and pitfalls there are, the more careful the camper is to profit by the other man's experience.

The year 1921 had its pitfalls and morasses. Many a concern got mired in the swamps of over-extension; others fell into the pit of inventory inflation.

It would be foolish to attempt to point out lessons from the troubles resulting from inflation of inventories, careless credit methods, buying raw materials at the top of the market, over-expansion by enthusiastic industries made great by the war. Every man who sells goods saw these difficulties and could draw his own lessons. He has been preached to by bankers, economists and a multitude of writers and talkers whose hindsight has been phenomenal.

It would be equally foolish to suggest that advertising or intensive selling alone ever made a firm successful in the absence of a good product and sound financial management. It may be instructive, however, to mention in brief the experience of certain companies, and some of the methods they used to increase sales in a period of depression. It may be possible from these sign-posts of a past year for other companies to direct their steps in the year just opening.

Back in July of 1921, Ralph

L. Freeman, director of distribution of the Victor Talking Machine Company, said in an interview in *PRINTERS' INK*, "The present satisfactory condition of our business is due in large measure to the conservative policy of our company, our knowledge of the field and the quality of our product. Our growth has been steady and consistent. The sales for the first five months of 1921 are considerably greater than for *any corresponding period* in our history. Our advertising appropriation for this year is greatly in excess of that for 1920, which up to that time was our largest advertising year."

He also pointed out that, although the number of employees had been reduced about 20 per cent, the company had been able to increase its production through greater individual efficiency. But many factories had increased production with no corresponding increase in sales. Factories didn't make money in 1921 unless they had orders. In this connection Mr. Freeman had this to say: "We attribute the increased demand for our product to the fact that many dealers had experience with other less advertised lines. These merchants are now, we believe, concentrating their investment and sales energy on our goods, with the result that the increased sales at this time are more than sufficient to offset any falling off in demand."

## VICTOR'S PROGRESS CONTINUES

As this article is being written, a few days before the New Year, the early promise of 1921 for the Victor company has more than come true. Mr. Freeman states now that the company is further behind in its orders than ever before, and that the demand for

its product continues to call for continuous production on the present schedule. Higher costs in manufacture were in large part absorbed by Victor through increased turnover, due in no small measure to the biggest advertising campaign in the history of the company. Courage and common sense in management and selling made 1921 Victor's biggest year.

Several national advertisers have examined their distribution plans and have been able to effect great economies. George O. Coon, president of Corliss, Coon & Company, more than six months ago expressed an interesting principle when he said: "We have not touched labor, material or workmanship. All these are maintained at their present high standard. What we have done is to cut out the enormous distribution expense, and in this way make a saving large enough to warrant reductions in selling prices. We are to carry one stock, deliver from the factory only and maintain no branch offices." This saving in distribution costs by elimination of non-essentials has worked out well for Corliss Coon. In a statement a few days ago, Mr. Coon said that merchandising goods by the elimination of waste in distribution charges was proving to be profitable. The idea, he said, had met with a hearty response from dealers everywhere. Many new accounts had been opened, and the volume of business in units is increasing constantly, and was then ahead of 1920 figures.

A change in distribution methods enabled the Mallory Hat Company, during the time of depression, to increase sales tenfold in one district. This startling result was due to a decision on the part of the company to change its custom of selling through a single retailer and to sell in the open market. In breaking away from a custom almost a century old, which had cost the company a great deal of lost sales, the Mallory company didn't keep the news to itself, but let the public know, by means of a real advertising push. Thus a quick shift

in the sales policies, a refusal to be bound by a time-honored custom when everything about it was changing, helped pull Mallory out of the rut in 1921.

Other unusual changes in distributing methods were made by big advertisers with varying results. Two of them were worthy of special mention. When the Procter & Gamble Company decided to sell direct to the retailers, giving up a policy of long standing, many people prophesied disaster. Others talked about the total elimination of the middleman. But disaster did not overtake the company, nor is there any likelihood of this new plan eliminating all middlemen. The company's soap business steadily increased; the cooking-fat business was below normal. Mr. French, vice-president, in speaking of distribution, said: "There has been a definite, though not a large gain, in the distribution of our prominent brands, and there has been a slight loss in the distribution of our less prominent brands."

If there is any lesson from the experiment, it is that the extent to which goods are made known to the consuming public is, other things being equal, a real measure of their salability.

#### NEW USES AND NEW OUTLETS

The unusual distribution system of the Fleischmann Yeast Company which enables it to deliver a perishable product to ten million people each day from a thousand separate distributing stations, made it possible to take up quickly a new outlet for yeast as a food and also to discover a new use—yeast as a food and conditioner for the public. When it was decided that a new outlet should be tried, the drug stores, it enabled the company to get 3,000 distributors in fourteen and a half days.

Other radical changes in trade customs were adopted by a large group of manufacturers during the year with good results. An example of a practice that was quite common and usually profitable was that the Massasoit Company, maker of Masco mops, which took the mops out of the

---

---

# Where Attention Is Always Focused

In most instances The Select List Paper is the only one in the city. Everybody reads it. It is the only source of news.

Where there is more than one paper, that of The Select List is far in the lead. It is always the paper with the best circulation.

In each case The Select List Paper covers its territory completely—at one low cost. No need to spread an appropriation. No need to hesitate in making a choice.

Just buy The Select List. Place your advertising where attention is always focused.

## Intimate Circulation

Select List Papers regulate the lives of their readers. Write for The Select List book.



## Ohio Select List

of daily newspapers

**Robert E. Ward**

*Director of Advertising*

New York  
225 Fifth Avenue

Chicago  
5 S. Wabash Avenue

---

---

## Chicago—The Central Printing Market



One of the largest, most up-to-date and completely equipped printing plants in the United States.

### Printing Products Corporation

Successors to Good Will, Printing Equipment and Organization of

**Rogers & Hall Company**  
*Catalogue & Publication*  
**Printers**

*Artists : Engravers : Electrotypes*

Specialists in the art of Catalogue and Publication Printing for more than thirty years !

**Day and Night Service**

## A Printer Is as Good as His Equipment *Plus* His Organization

**Our Equipment** includes the latest and most efficient time-saving machinery—Linotypes Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

**Our Organization** is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

**Our Plant** is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

**Our up-to-date** labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus we are right on **Quality, Delivery and Price!**

---

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

---

### Printing Products Corporation

Successors to Good Will, Printing Equipment and Organization of

**Rogers & Hall Company**  
*Catalogue and Publication*  
**Printers**

*Artists : Engravers : Electrotypes*

Polk and La Salle Streets, Chicago  
Local and Long Distance Telephone Wabash 3351

bulk goods class, put them in neat packages, easily handled, displayed and identified by the dealers, and then sought grocery instead of the usual hardware outlets to reach women buyers. In this case, also, the Masco people believed in telling the public about their unusual change. Over 1,500 outlets were obtained in one city prior to the start of the advertising campaign. Distribution soon after was doubled.

Many other concerns in widely different lines of business, found that doing something different paid, whether it involved smashing a trade custom; revising a sales policy of almost a century's standing; discovering sixteen new uses in other fields for their products and thus greatly increasing potential markets, or selling the goods in a new and more convenient unit. A change and a different method of getting business seemed to put the whole organization on its toes. In the middle of the slump E. A. Showers, of the Showers Furniture Company, took large advertising space to tell that his factories were running at full time and that he was out hard after business. In his copy he enunciated a principle that many other manufacturers used and found profitable. "Our system is simple," he said. "Give the people a good product and set a fair price. When you save a dollar through reduced distribution costs or increased volume, don't squeeze it and hang on to it. Pass the saving on to the people. Take care of the public and the public will take care of you."

Executives in many plants, while they did not refuse to face the obvious fact that each single customer might be buying less, did not stop their efforts. Instead of trying to get each customer to buy more, they tried to get more customers, through the creation of new outlets and new uses. Each may have bought less but the volume of this total was greater than their old volume. This fact is one of the things which the year taught many people. In many industries a concern

that gets 30 per cent of the total business is usually a tremendous organization. Therefore, even when the entire industry's sales drop off 20 or 30 per cent, the company which never got over 10 or 15 per cent of the whole business would not of necessity have to lose its share because the whole industry was lax. By getting more customers when the other fellow stopped his pushing, many of them were able to show a greater volume for the entire year.

#### STUDEBAKER'S EXAMPLE

It is not customary for the average man to think of 1921 as a good year for automobile companies. Yet many manufacturers more than held their own. Take the Studebaker company as an example. After finishing up its war work, Studebaker called in the best engineering skill it could get and ordered entirely new car designs. The company told the engineers not to be influenced by what had gone before. Old ideas and designs were scrapped without hesitation, if that action seemed best. The four-cylinder model was discarded entirely and a light six, a special six and a big six put out as leaders.

The company had been making wagons since 1852. It stopped making wagons and went into automobiles exclusively. The main product, the automobile, was improved in every way, for the company realized that the final user was the very best advertisement its product can have. The price problem was an important one in the automobile field, as it was in many others, and Studebaker faced that squarely. Right after the early Ford announcement, Studebaker decided to cut the price of cars and immediately telegraphed the announcement to dealers all over the country, with instructions to get into the advertising columns of the newspapers the next morning, if possible. It then determined to push ahead with advertising effort, decided on specific advertising by the individual dealers at the point of sale, and had the sales department

organized to work in the closest possible touch with the local representatives. The company and the dealers stood the expense of advertising in 800 newspapers, fifty-fifty, the company supplying the copy for the advertisements. It operated on restrictions which literally forced the local dealer into the benefit coming from sufficient turnover.

No dealer was allowed to have more cars than he could sell, and he had to show the branch house that he had orders before he could get the cars at all. The branch house thus kept a close check-up on the local dealer, knowing at all times how many cars he had in stock. If it was found that he was not moving them, the branch manager sent a man to help him find out why. In portions of the country where certain crops were poor, according to the dealer's report, the Studebaker company did not stop there, but sent special men to see whether something couldn't be done to increase sales. If the local dealer refused to put on enough, or good enough salesmen to close orders, the branch house was likely to hire salesmen for him. Careful track was also kept by the branch house of the dealer's prospects and he was checked up whenever sales seemed to be lagging. More and better salesmen, more intensive advertising wherever sales lagged, that was the Studebaker policy.

I have before me as I write a telegram from H. A. Biggs, vice-president in charge of sales, as follows:

"Studebaker sold 30 per cent more automobiles in 1921 than previous year and have broken all records in the history of our business."

In the same general field is the Tide Water Oil Company, selling Veedol products. It went out for business hard and aggressively, according to a carefully organized procedure, every step of which was mapped out in advance. A minute analysis of sales territory, a systematic planning of calls, a careful coaching of salesmen both as to product and methods, and

continuous control of salesmen and sales methods from headquarters, were some of the things which helped make 1921 Tide Water's best year. F. H. Dickison, sales manager, told me a few days ago that it had been the most satisfactory year in the history of the company with sales more than 25 per cent above the preceding year. "Our increase in volume is not based on repeat orders from old customers," he said, "but due simply to the addition of more accounts. We worked hard and ranged far. Our sales force is far greater than it was a year ago. We went into remote places for new business."

Other companies found, like Studebaker, that making a quick decision regarding price, and telling the people about it, enabled them to keep production and profits up.

A company that came through the storm with an increase of business is the Interwoven Stocking Company. This company gained the confidence of its dealers by showing them how to put their houses in order regardless of what this might mean from an immediate sales standpoint to the Interwoven factory. The first step in this plan was to send dealers a bulletin which, in effect, told them to stop buying entirely, clear out old stock, and that they would be protected on prices at the date of delivery. Naturally, this convinced retailers the company was seeing their side of the problem and was really desirous of assisting them.

The next move was a radical price-cut. As President Mettler explained: "We figured that if a dog's tail has to be cut off, you can't save hurting the dog by cutting it off little by little! We knew that by April we would have to cut our prices practically in half. We decided to make the full cut at once, reducing our 75-cent (at retail) numbers to 40 cents, our \$1.50 numbers to 75 cents, and our \$2 line to \$1.25.

"Naturally, we realized that it would upset the retail market if we announced new prices to the public immediately, or had them appear on the 'top tickets' on the socks, and so we continued to use



# 530% Gain in advertising in one year

The January issue of **GOOD HARDWARE** has closed with a gain of 530% over the business carried in January, 1921. This enormous increase was made in the dullest advertising year that most people can remember.

**GOOD HARDWARE** blankets the hardware trade—hardware dealers read it and like it—it gives the advertiser 45,000 circulation (all retail stores or jobbers) at very little more cost than is charged by other publications reaching less than 20,000 stores.

Is there any wonder that **GOOD HARDWARE** forged ahead?

## Good Hardware

THE BUTTERICK PUBLISHING COMPANY

TRADE DIVISION

Butterick Building, New York

### Advertising Growth

In January, 1921, **Good Hardware** carried 12½ pages of advertising. 80¾ pages are carried in January, 1922—a gain of 530% in one year.



# How we write copy that really makes sales

The methods which enable D. A. C. copywriters to make folks pause, ponder and purchase

HERE at the D. A. C. we have learned to consider copy as a mighty important factor in the building of an effective merchandising campaign. Experience has taught us the necessity for putting the utmost power into every phrase, paragraph and page. For, in the final analysis, it is the words we put on paper, that force men and women to act.

But mere words are not enough. A sentence may flow along smoothly and easily—and yet not say anything that carries conviction. Back of our words must be an idea—a compelling merchandising idea.

It is the business of seven executives of The D. A. C.—our Advisory Board—to evolve just such merchandising ideas for our clients. These seven men do not trust to the chance whim or fancy of a copywriter. They make certain of success well in advance by outlining the merchandising plan and carefully dictating the copy policy. We do not claim that the members of this Advisory Board are always actuated by new, sensational or revolutionary ideas about copy. Admittedly, we make frequent use of *old* ideas; methods that have *proved* their worth, and that we *know* will produce results under present-day conditions.

A correspondence chat, detailing your plans, policies and problems, telling us just what you wish to accomplish, involves not the slightest obligation on your part.



## A Book About Direct Advertising

The primary purpose of this book, *Stepping Stones to Sales Success*, is to advertise the D. A. C., and explain our method of operation. To executives in charge of sales it will be sent gratis. To others, the price is \$1.00 postpaid.

## THE DIRECT ADVERTISING CORPORATION

W. E. HENKEL, *Chairman of the Board*  
 BURTON BIGELOW, *President*      A. J. RANDALL, *Secretary*  
 MAXWELL DROKE, *Vice-President*      B. G. SALTZGABER, *Treasurer*

547-B North Capitol Avenue

INDIANAPOLIS, IND.

'top tickets' with the old prices for three months in order to give the retailer a chance to get out from under his old stock bought at higher prices."

This price reduction was probably the biggest single factor in bringing about Interwoven's present enviable situation. By one bold stroke it won for itself the prestige of having lowered the price on socks to meet the public's and the dealer's wishes. It was a winning stroke, and while it was a bitter dose at the time, subsequent events proved its wisdom. It meant writing off \$1,156,000 of inventory at one stroke of the pen, but it kept the plant going full time. The action had a lesson for all future periods of depression.

Many a man who thought he could not possibly make money at a price based upon one or two day's a week production, found that a cut when he made it, increased volume sufficiently to lower costs, keep the factory wheels turning and profits coming in.

Jackson Johnson, chairman of the board of the International Shoe Company, made a statement in this connection which is worth remembering. In explaining why his twenty-one factories were operating continuously he said: "I do not believe it would be possible for us to close down any factory sixty days out of twelve months and make any money on that factory. We had better take a loss on its operation, since the loss, while running, would be less than the loss incurred by closing it down."

Summarizing: a quick change of product, a new use, a change in distribution, a new method of manufacture, a new sales idea, a new unit of sale, a new leader—all these things have figured in the successes noted in this article. But each of the concerns that adopted one of these methods of coming through the year refused to be bound by generalizations. Each one of them looked at its own specific problem from its own angle, and when it was sure of a good product, that the price was based on sound production

methods, the management said "Something can be done" and proceeded to go out and do it. Admitting the fact that regular customers might buy less, each company proceeded to go out and look for more customers who, in the aggregate, would make up for the decreased spending power of the regular consumers. And in practically every case of which I have heard, where a concern had the best year in its history, it told people about the new uses or the new sales idea, or the new leader.

A mere increase of advertising couldn't save any concern in 1921 which was inefficiently managed, or had a bad product, or whose finances were in bad shape. It couldn't in 1921 and it never could during any other year. But it can perform a great service to the stability of the country. Through its force, manufacturers who found a way to do something differently, were able to tell a great multitude of people about it in a short space of time. It enabled them to increase volume and so reduce price.

A good product, plus good management, plus courage, plus increased advertising at a time when other people were cutting down, created an interesting situation.

Many of America's greatest commercial successes during the year were, at the same time, among America's greatest advertisers.

### Woodall & Amesbury Handle Auto Show Account

The Minneapolis Auto Trade Association has appointed Woodall & Amesbury, Minneapolis advertising agency, to handle the advertising for the Northwest auto show to be held in the Twin Cities next month. Local farm journals and newspapers will be used.

### Malcolm Wallace Joins F. M. Lupton, Inc.

Malcolm Wallace is with the Chicago office of F. M. Lupton, Inc., New York publisher of *People's Home Journal* and *McClure's Magazine*. He will devote his time largely to *McClure's Magazine*. Mr. Wallace was formerly Western manager of *Modern Priscilla*.

## "Sunkist" Had Its Most Successful Year in 1921

California Fruit Growers Exchange Gives Much Credit for Record to Advertising—1922 Appropriation Will Probably Exceed That of 1921

THE California Fruit Growers Exchange, shipper of "Sunkist" oranges and lemons, in its annual statement for the year ended October 31, 1921, reports that in that year it handled the largest volume of oranges and lemons in the history of the industry.

The association made an expenditure for advertising during that year in excess of \$800,000. Based on the volume of shipments, this total expenditure for advertising represents three-fourths of one per cent of the delivered value of the fruit. The appropriation for advertising in 1922 promises slightly to exceed that of 1921, Paul S. Armstrong, advertising manager, informs PRINTERS' INK. "Our present advertising plans," Mr. Armstrong said, "are much along the lines of the campaign of the past year, with some expansion in our trade-promotion plans, with the addition of four new men to our Dealer Service Department and a considerably expanded activity along the line of fresh-fruit drinks at the soda fountain."

The annual statement, already referred to, which was rendered by G. Harold Powell, general manager of the exchange, gives much credit to the advertising department for the exchange's successful year. This report on advertising reads:

"With large crops of both oranges and lemons to market in a year of critical business conditions, the advertising activities of the Exchange were designed to assist the immediate sales work in every possible way. Continuing the major background of educational publicity which has been effectively and continuously used in the fourteen years during which the Exchange has advertised, much attention has also been given to the types of adver-

tising and promotion work which are closely co-ordinated with the sales efforts and yield immediate sales results.

"The objectives of the Exchange advertising are threefold: first, to increase the total consumption of oranges and lemons through acquainting the public with the many delicious uses and healthful qualities of these fruits; second, to create a consumer and trade preference for California oranges and lemons, particularly 'Sunkist'; and, third, to widen markets, minimize the cost of distribution through promoting sound merchandising methods with the trade and to encourage proper displays and reasonable margins.

"All the major mediums of advertising are used to accomplish these purposes. Color pages in the leading magazines, particularly those appealing to the housewife, picture many delicious and appetizing ways to use oranges and lemons, and tell of the healthful qualities of these fruits and their particular value in the diet. 'Sunkist' advertisements appeared in 74,980,442 copies of leading national magazines during the season.

"Newspaper advertising was used extensively to acquaint the public with the fact of the large crop and delicious quality of the season's California oranges, and to inform the consumer of the special Orange Sales Weeks conducted in 227 carlot markets during the year.

"Copies of newspapers carrying 'Sunkist' advertising, chiefly page space, numbered 40,504,807 during the year, making a combined total of 115,485,249 copies of leading magazines and newspapers in which publicity on 'Sunkist' oranges and lemons appeared.

"Poster advertising was also used to support these special sales weeks.

Charles Daniel Frey  
*Advertising*

A General Agency



104 South Michigan Avenue

Chicago

# Lifting the whole load from your shoulders

All Phases and Details of Direct-Mail Advertising, Attended to by a Group of Specialists Under One Organization.

## COMPLETE SERVICE *"From the plan to the prospect's desk"* ECONOMICALLY

These Valuable Services are at Your Disposal *Individually or Collectively*

1. A thorough investigation of your particular proposition.
2. An analysis of its possibilities from an advertising standpoint.
3. Formulating the plan.
4. Preparing dummies, layouts, etc.
5. Writing the copy.
6. Creation of art work, illustrations, etc. Fine photo-retouching and commercial designs a specialty.
7. NOW THE JOB GOES TO PRESS. "CLEMENT PRINTING SERVICE" ASSURES MAXIMUM RESULTS. All work is followed through the plant by an advertising expert who carefully checks up every operation.
8. We will fold, insert, and address your mailing pieces, and if you wish, will secure mailing lists of any classification. Electrically operated *Addressograph* equipment at your service.
9. We wrap and ship packaged matter to all parts of the world, as well as stamp, seal, and post individual mailing pieces in any quantity.
10. Your message reaches your prospect's desk in perfect condition.

*Advertisers Everywhere, Express a Great Liking for "CLEMENT COMMENTS" Our House Organ*

## J. W. CLEMENT CO.

*We've satisfied for over fifty years.*

### PRINTERS

*Specialists in Direct-Mail Advertising*

8 Lord Street

BUFFALO, N. Y.

"As a result of the publicity 200,560 letters were received from housewives, requesting the 'Sunkist' recipe book giving practical recipes and reasons for using oranges and lemons.

"An industrial film picturing the various steps in the growing, packing and marketing of citrus fruits was shown to 2,218 audiences during the season, free distribution of the film being arranged through the American Red Cross, Y. M. C. A., Departments of Education and other similar outlets.

"To stimulate the sale of oranges in certain carefully chosen cities, a series of 'Orange Weeks' was conducted, a total of 227 carlot markets being covered with this work during the season. In connection with these special campaigns, each of a week's duration, intensive sales and advertising efforts are focused on a market at the same time—every factor in the trade co-operating with attractive displays and bargain prices with the aim to secure maximum distribution and use of oranges. These 'Orange Weeks' are an important means of educating the trade to an appreciation of the value of proper display and merchandising methods in increasing their sales of oranges and lemons. Similar promotion work on lemons, but in the nature of test campaigns and on a more limited scale, was conducted during the season.

"One of the important developments of Exchange advertising is the dealer-service work, which is conducted on an extensive scale for the purpose of acquainting the retail trade with the sales possibilities of oranges and lemons, serving as a clearing-house for selling and display ideas and enhancing the trade preference for the 'Sunkist' brand. Dealer-service men are trained in window dressing, and in addition to arranging attractive orange and lemon windows and placing 'Sunkist' display material, are competent to give sound merchandising advice which will increase the merchant's sales of fruit.

"Personal dealer service work

was carried on throughout the entire season in five sales divisions. In the course of this work 19,643 retail dealers were visited, displays being arranged personally in 15,322 stores, or 78 per cent of those visited. Dealer service men distributed personally 98,578 pieces of 'Sunkist' display material.

"The sales survey of the United States and Canada was practically completed during the season. This work was commenced late in 1918, its purpose being to carefully analyze the sales possibilities of each market now obtaining citrus fruits in carlots, and to investigate the conditions surrounding the distribution of citrus fruits in those markets not now buying in carlot quantities but which, because of population and location, show promise of being developed into carlot markets. In this investigation 704 cities and towns were covered, 1,575 jobbers being interviewed in forty States and seven Canadian provinces.

"Educational talks on merchandising, in which the questions of margin, turnover, and display were thoroughly discussed, were given before 137 conventions and other meetings of jobbers and retailers during the season.

"As a supplement to the personal work, broadsides, circulars and booklets were used to interest the trade in a greater sale of oranges and lemons. During the season 13,225 retail merchants wrote to the Exchange requesting 'Sunkist' displays, selling price charts and other sales aids."

### Join Los Angeles Agency

Miss Mae Huseboe and Herbert C. Eggers have joined the staff of the Harry J. Wendland Company, advertising agency of Los Angeles, Cal.

Miss Huseboe was formerly with the J. H. C. Petersen Sons Company, Davenport, Ia., as advertising manager. Mr. Eggers has been engaged in advertising and in research work.

### Koch's Railroad Magazine List Increased

The Irving V. Koch Company, "Koch's List of Railroad Magazines," Chicago, has been appointed advertising representative of "The Union Pacific Magazine," published in the interest of the employees of the Union Pacific Railroad and its allied lines.

# Living Up to His Advertising

The Good Effects Are Reflected in a Better Product

By Earnest Elmo Calkins

**F**EW have noticed the remarkable effect of advertising upon those who use it.

Much has been written about its effect upon the advertisee. It has made him a better customer. It has changed his habits and enlarged his vocabulary. And it has equally given him better goods, more easily obtained, at lower prices.

But advertising has one of the qualities of Portia's celebrated brand of mercy. It works both ways. It lays the advertiser under the necessity of living up to his advertising. And the advertising up to which he must live is always a shade ahead of his business. The manufacturer who invokes publicity has given a hostage to the public. He has joined Gideon's band, broken his pitcher, and let his lamp shine. He cannot thereafter hide his light and creep back into comfortable obscurity. He must abide by his conspicuousness and all its consequences.

Twenty-five years ago I was a cub copy writer on the staff of an advertising agency. One day my boss came into my cubicle and brought me a job.

"I have a friend," he said, "who owns a hotel."

He dropped on my desk a photograph of the wooden summer-resort hotel of that period.

"He wants a booklet written to send to prospective guests. I know nothing about the place—never saw it. I want you to write 3,000 words about the kind of hotel you would like to spend your vacation at."

I did just that. I described a hotel where the service anticipated the wants of the guests, where the clerk was human and approachable, and the proprietor a sort of good angel hovering in the background.

My employer duly submitted my copy to his customer friend, along with a dummy of the proposed booklet.

The hotel man read it.

"This is bully!" he exclaimed, "but—you see—that isn't exactly the kind of hotel I keep."

"Maybe not," retorted the advertising man, "but it is the kind of hotel you ought to keep."

I wish I could go on and round out my anecdote by telling you how that hotel man, waiving the advertiser's vested right to edit and blue-pencil all copy, edited and blue-pencilled his hotel-keeping instead, until it resembled somewhat the thing I had imagined. Maybe he did. It is enough for my purpose that there is today at least one chain of great hotels whose advertised motto is "The guest is always right," and these hotels are in a way one result of the advertising man's laconic, "It is the kind you ought to keep."

It must be confessed that advertising itself needed considerable regeneration before it could become an uplifter.

In the days before manufacturers had accepted it as the great right arm of selling, it was looked upon with justifiable suspicion, for those who used it most were exploiting the credulity of those who believed in it. Chief among them were the patent-medicine men. Advertising is the one essential ingredient of a proprietary remedy. Legitimate businesses have thrived without advertising, but no patent medicine could exist without it. The least harmful of these quack-salvers were those who merely took the victim's money and gave him nothing. Remedies costing one cent to manufacture were sold for a dollar. Habit-forming drugs disguised as tonics produced their own reorders.

It became tragic when hopeless people suffering from chronic dis-

Reprinted by permission of *Scribner's Magazine*.



# Architecture

The Strictly Professional Monthly

has gained in  
volume of  
business  
for  
**34** Consecutive  
Months

*A record unequalled  
in its field . . .*

## CHARLES SCRIBNER'S SONS

Publishers of *Architecture*  
and *Scribner's Magazine*

Fifth Avenue at 48th Street, New York  
447 Tremont Building, Boston, Mass.  
320 East 21st Street, Chicago, Illinois

## "All Passes—Art Alone Endures"

**Blazing the Trail to a New and Better Way to Buy Advertising Illustrations, Art Service Bureau Finds the Bleaching Bones of Unsound Merchandising**

ART SERVICE BUREAU, INCORPORATED  
1101 Mallers Building  
Chicago, Illinois, December 28, 1921  
MR. KIRK TAYLOR, *Chicago Mgr.*  
PRINTERS' INK PUBLISHING CO.,  
Chicago, Illinois.

*Dear Taylor:* Reading in this week's issue of PRINTERS' INK that you are resigning to go into a new work gives me a distinct shock. I had come to think of you and the Chicago office as inseparable. As an advertiser in PRINTERS' INK, I regret your leaving. As your friend, I wish you a full measure of success in your new field.

Taylor, many changes have taken place since you and I were together in the Chicago office. Remember the last contract I took, before leaving the employ of PRINTERS' INK three years ago, was from a large art studio—now defunct? That was the last big studio in Chicago then remaining out of your columns. In the current issue, I find not one art studio now advertising. Why have your advertisers fallen by the wayside?

It is because most of the art studios, employing salaried artists, *murdered their own business* with unreasonable overhead and outrageous costs for work.

Some of the art studios that have survived still voice sweet

platitudes about art being kept on a high plane; saying that art is inspirational and not measurable by practical standards of cost and production. Pure bunk! Advertising art can be merchandised on the same practical basis as shoes.

It is not sacrilege to talk about art in terms of dollars and cents. It takes away none of its beauty and effectiveness to sell art at reasonable prices. When advertising calls art to its service, it is because advertising has a definite work for art to do. And art must get in line, for business pays the freight.

We are crusading against the illegitimate practice of the art studios that charge from three to five times as much for an illustration as they pay the artist who produces it. We are making an earnest effort to bring to the attention of advertising executives *the new and better way to buy advertising art*; the constructive method through which ART SERVICE BUREAU is providing effective advertising illustrations at reasonable cost.

Sincerely,

KARL ACTON, *President*

ART SERVICE BUREAU, INCORPORATED  
P. S.—Miss Hamblen just called up and said that the ART SERVICE BUREAU advertisement will appear on page 43 of PRINTERS' INK MONTHLY for January.

cases were led to depend year after year on worthless remedies until all help was too late. Testimonials of victims who had in the meantime died while depending on the remedy advertised to cure them were used in the advertising.

Many publishers looked with equal favor upon the money of the patent-medicine man and the legitimate manufacturer. The idea they owed anything to their subscribers was then too far in advance of their primitive and short-sighted business instincts. The professional advertising man was the first to feel the handicap under which his clients were laboring. The better agencies of those days were beginning to refuse the accounts of proprietary remedies. The agencies used the weight of their legitimate accounts as a club. They refused to O. K. bills when their advertisements were run on the same page with patent medicines. It was obvious that advertising would never come into its own until the Augean stable was thoroughly cleansed.

A Hercules was in training. The publishers began to see that they were fouling their own nests in accepting business that destroyed the confidence that is the life-blood of advertising. Edward Bok, from his seat of power as editor of *The Ladies Home Journal*, launched a crusade that stirred the patent-medicine world to its depth. There is no need to tell that story here. Mr. Bok has already told it, and told it well, in his book "The Americanization of Edward Bok." The *Journal* crusade was followed by one in *Collier's*. The magazines cleaned house. They were followed, more slowly and less completely, by the newspapers. It is possible today to advertise patent medicines, but only in a restricted way. The important thing is that the traffic has been placed under a ban. It is no longer an important source of advertising revenue, and many of the most offensive proprietaries, deprived of their essential ingredient, have followed their victims to the grave.

The attack of powerful magazines was only one of the forces

at work to regenerate advertising. The magazines, brought to realize the real value of their columns, and the possibilities of advertising for industries that had never dreamed of using it, and never would while it was the chosen method of every disreputable swindler, took other steps to build up the integrity of their advertising pages. They began the creation of what is known as reader confidence. The first step was the guaranteeing of the advertising. Readers were assured that the publisher stood behind every offer in his advertising, morally and financially. On this offer publishers sometimes had to make good. Occasionally more money was spent in reimbursing the subscriber than the publisher received for the space. Another innovation was imperative — the censorship of copy. The publisher refused advertising that even unintentionally would mislead the reader. In some instances the blue-pencilling of all extravagant claims was enforced. The advertiser was no longer allowed to say that his product was the best in the world, unless it was and he could prove it. No advertiser was allowed to reflect on a competitor's product. Each publisher as he made these reforms effective used advertising to inform the world. For some time the dominant note in advertising of magazines was the spotless integrity of their advertising pages.

The so-called PRINTERS' INK Statute was another help. That publication, with the aid of competent lawyers, framed an act to punish fraudulent advertising. This act has now been put on the statute-books by twenty-eight States. The law has teeth. The Associated Advertising Clubs, an organization with 15,000 members, maintains a fund to enforce it.

All these things have helped to take advertising away from those who used it basely and prepare it for its service to legitimate business. But the principal influence that has modified the nature and scope of advertising is the character of the men who in the last twenty years have gone into it, or

into businesses that use it. These are the graduates of the colleges and universities, men who in an earlier day gravitated into the so-called learned professions, then the only recognized field for a trained mind and a standard of self-respect. Such men now realize that business is the real field of high adventure, where the opportunities are greater and the rewards larger than in law, architecture, medicine, or any of the other intellectual professions. These men have taken their brains and their ideals—especially their ideals, for business did not entirely lack brains—into the selling end of business, and with the open-mindedness that only the outside point of view can give, have promptly adopted advertising as a means of selling.

Even in the days when the boastful, vulgar, flashy type of advertising man flourished without let or hindrance, he was not regarded as representative by those who were engaged in what little constructive work was then being done. A fairer example is the late George P. Rowell, founder of *PRINTERS' INK*, of the American Newspaper Directory, and of one of the earliest advertising agencies. Mr. Rowell was a sane, long-headed New Englander, with scant sympathy for the "bunk" that permeated so much advertising. He had a wonderful faculty for going straight through it to the commonsense basis underneath.

Mr. Rowell has left behind him a book of reminiscences valuable as a history of the beginnings of modern advertising, but more than that intensely interesting as a human document and well worth reading for its own sake. It has something of the quaint charm of Pepys's "Diary" on account of its style, its frankness, and its humor.

Out of a bewildering array of modern instances of the refining influence of advertising upon those who use it, there is room to touch further on but one, and for that one the most striking is perhaps the effect it has had in minimizing what is known as cutthroat competition. There is one idea in business almost as old as that *caveat-*

*emptor* principle, and that is hostility to a competitor. The desire to gain some great end by advertising has brought groups of competitors together. This great end is the one of educating the public to be better customers. Cement manufacturers have learned that it is better to teach more people to use concrete construction and thus make a bigger market for cement, than to fight each other for the smaller trade that already exists. Under the aegis of advertising paint manufacturers, tile-makers, orange-growers, raisin-driers, lumbermen, dairymen have joined the hands formerly lifted against one another. There is competition still, just as determined and far more intelligent than in the old days, but it is the competition of golf, all within the limits of a gentleman's game. Each one plays his own ball, the best he knows how, and when his competitor's ball is lost in the rough, he cheerfully joins in the search for it.

Men in a similar line of business, meeting to arrange a plan for the common good of the industry, and thus becoming acquainted, could never after hate one another with sufficient ferocity to resume the old tactics. "I hate that man," said Charles Lamb. "Why, you don't know him," replied a friend. "Of course I don't. How could I hate him if I knew him?" Anything that brings competitors together is desirable, but when co-operative advertising is the attraction, it is a preparation for lessening the stress of competition by providing a larger market for all.

### Two New Agencies for Boston

The Adams-Pragoff Company, Boston, Mass., advertising agency, has obtained the accounts of the Boston Co-operative Bank and the Boston Y. M. C. A.

Charles W. Mears, of Mears-Richardson-Briggs Co., Cleveland advertising agency, dean of the Cleveland Advertising School, conducted jointly by Western Reserve University and the Cleveland Advertising club, has been made a lecturer on advertising in the training course of the Industrial Association of Cleveland.

# moved

QUALITY is its own paymaster.  
 We didn't start out with any thought of being the biggest Typographers. We soon discovered, however, that being the best Typographers leads unfailingly to being the biggest. Entire Tenth Floor of building. Four Telephone Trunk Lines. Day and Night Composition. Over-Night Electrotypes, due to the fact that one of the most skilled electrotypes is a fellow-tenant. We're now circumstanced to offer a greater Quantity of that Quality which has made us more sought than seeking.

*Our New Telephone Numbers Are*

*Gramercy 2520 - 2521 - 2522 - 2523*

**Phillips & Wienes**  
*Typographic*  
*Servants*

314 East Twenty-Third Street  
 NEW YORK CITY

---

## \$26,000,000 Sales Volume in 1921—A Tremendous Increase!

---

**A** CLIENT of Johnson, Read & Company announces a sales volume of twenty-six million dollars in 1921. This represents a gain of 50 per cent over 1920, in one of the most hotly contested fields, while competing houses registered losses of more than 25 per cent.

Masterly merchandising; vigorous, carefully planned advertising; intensive study of markets, and constructive analysis were the contributing factors which brought about such conspicuously successful results.

Our organization claims only a modest share of the credit for this achievement—there's glory enough for all.

### Did Your Sales Jump or Slump in 1921?

Possibly you need the kind of service that brings about increased sales *regardless* of adverse business conditions. We welcome opportunity to talk with you or will send our "Organization Service Chart" upon request of an executive.



---

# JOHNSON, READ & COMPANY

INCORPORATED

## Advertising

---

202 SOUTH STATE STREET - CHICAGO -  
Charter Member American Association of Advertising Agencies.

# Letters to Teach the Dealer to Be a Better Merchant

Circular Letters Used to Convince the Monument Dealer That Accurate Cost Figuring Is One of the Passports to Prosperity

By D. C. Gale

Of the Vermont Marble Company

**M**ONUMENT men as a class have been slow to shake themselves free from the easy-going business methods of their forefathers.

This is not saying that there are no progressive members of the craft. On the contrary, many of the larger concerns are being operated on a thoroughly efficient basis. Not a few of the smaller shops, also, have been quick to fall into line. But the average dealer, the one who hangs out his sign in the average country town, has been loath to adopt any hard and fast price rules. He clings to the old argument that different customers require different prices. He is ready to admit that there is such a thing as overhead, but he looks on it as something which applies only to big business. In short, he has been more concerned about making a sale than making a profit. Too often his one great fear has been that his competitors would undersell him.

Even in normal times such an attitude is a handicap of no mean proportions. In a period of great financial stress it becomes actually perilous.

When prices began to misbehave, those dealers who had been making a bare living stood in danger of making even less under the new order of things. Production costs were on the jump. Notices began to come in telling of advances in the price of stock. The old retail prices must be revised—but how? Clearly, it was a hazardous moment for guesswork. There were only two alternatives for the dealer—he must either adjust his schedule to the upward trend, or absorb the advance and be snuffed out.

Nor was this the dealer's prob-

lem alone—it was hardly less vital to the producer. No industry can be prosperous unless all its parts are working at a profit. Obviously, then, it was not only our duty from the standpoint of selling service, but a matter of good business that we should strive to awaken those dealers who were sleeping over their cost tables. They should be induced in some way to base their prices on figures instead of speculation.

## A SERIOUS OFFER TO HELP DEALERS

It was realized that little could be gained by sending out stereotyped rules and formulas. The trade was already overloaded with instructions. Most of them, either because of their complexity or their lack of personal appeal, had gone over the head of the ordinary dealer. The need of the hour, apparently, was for something which should reduce the cost question to its lowest terms, and drive it home to the last little shop in the country. To achieve this end, we drafted a series of circular letters, in each of which was discussed very simply and briefly a single phase of the price problem. These letters were printed on bond paper and mailed unsealed under one-cent postage. The first was sent January 1, 1921, bearing the heading, "How Much Are Customers Worth?" It was as follows:

A man once opened a monument shop in a growing New England town. He believed that by keeping good stock and looking well to his service he could bring business to his door. Starting on that basis, he was not long in getting under way. A few stray customers gave him his first real advertising, and hardly had they stopped talking when new ones came to take up the cry. In the course of time the new dealer began to display the usual signs of prosperity. . . . Then, right in the midst of his pleasant dream, he discovered that the bills were





### Disturb the Cobwebs on Uncle Sam's Archives

Set expert *Lore* sleuths and copy visualists to work on that dry-as-dust subject.

Direct our *Lore and Research* Department to delve into the Congressional Library, Smithsonian Institution and U.S. Departmental records for the latent—and potent!—romance of your business or product.

Command our *Creative Service* to convert these *Lore* items into ad-structures that sell—complete by-mail campaigns, brochures or folders. Let our affiliated printery type-dress them to completion.

Convince yourself of our power to serve you. Send coupon below.



### SAMSON SERVICE

Strength in Advertising  
Washington, D.C. F. Richter, Pres.

SAMSON SERVICE,  
Continental Trust Bldg.,  
Washington, D. C.

Gentlemen: Suggest how your  
*Lore and Research* service can  
be used in Copy-Layouts or  
Booklet on

(name product or business)

Name.....

Address.....

coming in faster than the money to pay them. . . . He is now interned on a rented farm some miles out of town—uncertain still as to the cause of his collapse.

The one trouble with this New England dealer was that he guessed at his prices. He made the same mistake that scores of other dealers have made; he measured his business by the number of his customers, and forgot to look after his profits. The price was too low on every job he sold—it may have failed to cover the freight or cartage, or the lettering, or the foundation, or the selling or overhead expense—certain it is that there was a leak somewhere. Instead of making an honest, living profit out of his customers, he had simply been trading dollars.

This game of "swapping dollars" may be all right as a pastime, but it has no place in the business man's calendar. The more a dealer indulges in it the less likely he is to keep himself and his creditors smiling. Particularly does this apply to these days of high prices. There never was a time when the cost items needed analyzing and adjusting as they do today. Failure on the part of the dealer to keep his selling prices ahead of his costs means that his living must come out of his capital, and that the end of his business venture is just around the corner.

How much are your customers worth—to you? Are they yielding you a profit, or are they simply giving you new dollars for the old ones?

The sole purpose of this introductory letter was to set the inefficient monument man to thinking. Fortunately no one regarded it as a slap in the face. On the other hand, it seemed to have sufficient sting for the work it was to accomplish. The replies which came in and the reports of the salesmen were both interesting and varied, but taken as a whole they sounded the call that we wanted to hear. The readers were ready to be shown. The next thing was to tell them what to do and how to go about it.

The second letter was mailed in March. It bore this title:

#### "What Is Cost?"

Cost is the quarry price plus all the other money or labor it takes to get the monument set in the cemetery and accepted by your customer.

Suppose you owned a building lot, and bought a house in another part of town to move onto your lot. You paid \$3,000 for the house; \$200 to have it moved; \$800 for alterations and repairs. What would you call it that the house cost you? Why, \$4,000, of course.

Yet there are dealers who will pay \$100 for a monument at the quarries; \$10 freight to get it home; \$10 for the lettering they put on it; \$15 for hauling it to the cemetery and setting it;



## Why We Engaged S. Roland Hall To Prepare This Big ADVERTISING HANDBOOK



WE came to the conclusion in 1920 that the time was ripe for the publication of a real Handbook on advertising—one that would compare favorably with the well-known standard handbooks of the engineering profession.

We began to look around for the best available man to prepare such a volume. Every time we asked the question the name of S. Roland Hall was mentioned. Hall was one of the best-known teachers of advertising in the country, with a long and successful experience as a writer of advertising courses, text-books and articles.

### Hall Says:

"If you were to come to me for counsel on good advertising practice, I could not tell you more, regardless of the fee paid, than I have put between the covers of this \$6 Handbook."

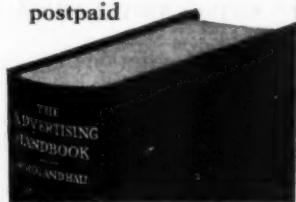
We therefore arranged with Hall to prepare a real Advertising Handbook—a compact encyclopedia of the best modern practice. His work came fully up to our expectations. We are especially gratified by the steady sale of the book among leading advertisers and advertising agencies since its publication last June. Rarely has a business book seemed so generally satisfactory to such a varied class of purchasers.

## The ADVERTISING HANDBOOK

36 sections—735 pages—500 illustrations—flexible

\$5.00

postpaid



THIS 735-page fact-packed volume is a scholarly treatment of almost every department of advertising, from research and market analysis work, campaign-planning, package design, dealer aids, advertising psychology, copy writing, booklet and catalog writing, outdoor and street-car publicity, technical and mail-order advertising, retail advertising, etc., down to the law that an advertising man should know. In preparing this manual of good advertising practice the author had the co-operation of hundreds of advertisers and publishers.

### Examine this great Handbook for 10 days

We quickly found that we could let Hall's ADVERTISING HANDBOOK sell itself. So we offer to send it to you, postpaid, for ten days' Free Examination. If you like it send us your check in payment at the end of ten days. If the book fails to sell itself, send it back to us.

**Just send the coupon**

McGRAW-HILL BOOK CO., Inc.,  
370 Seventh Avenue, New York

You may send me for 10 days' examination S. Roland Hall's ADVERTISING HANDBOOK, \$5.00 net, postpaid.

I agree to return the book, postpaid, within 10 days of receipt or remit for it.

Name

Address

Official Position

Name of Company

P. I. 1-5-31

# EVERY

Manufacturer of Automobiles or Accessories  
can sell the owners of

## 200,000 Taxis and Motorbuses

now operating in the U. S., representing a value of half a billion dollars. New additions to the number every day means a constantly increasing and active buying market.

### NATIONAL TAXICAB AND MOTORBUS JOURNAL

*The Only Recognized Paper in This Field*

Circulation 6,098, proportioned as follows—

|                          |     |
|--------------------------|-----|
| FLEET OWNERS .....       | 65% |
| COMPANY EXECUTIVES ..... | 35% |

No subscriptions accepted from individual drivers. The National Taxicab & Motorbus Journal has produced direct active inquiries from its advertising pages representing a handsome volume of sales. For instance, the Sandow Motor Truck Co., from a page ad, received 19 "special inquiries" in the first few mails from some of the largest companies operating taxicabs in the U. S.

*Line Up Your Automotive Clients to  
Advertise in this Paying Medium*

**NATIONAL TAXICAB & MOTORBUS  
JOURNAL**

122 Ann St.

CHICAGO

\$15 more for the foundation on which it rests; and if you ask them what it cost they will say, "\$100."

It may be a far cry from houses to monuments, but the cost principle is the same in either case. As a matter of fact, the real cost of this monument was \$150. There is a wide margin between the amount you pay F. O. B. quarries, and the total amount you pay before a buyer is found and the job is finally off your hands.

Granting that you have the benefit of a basic, uniform quarry price—and every dealer is entitled to that advantage, so that he can tell at a glance what the first cost is to be—even so, it is not enough to know the quarry price and guess at the other items of cost. Follow it through to the end and get the total cost—that is, "the cost in the cemetery." Then, by adding overhead and profit, you will have the selling price.

And what is "overhead?" That is the thing we are going to talk about in our next letter.

As an enclosure for this letter we adopted a desk filing card with blank spaces for all the items of cost. A postscript bore the assurance that additional copies would be furnished to those who might want to try them. The response was immediate and encouraging. A large number of cards were shipped out over the country, and the requests are still coming in. No charge is made for them. It is enough to know that they are actually being used.

The third and fourth letters were given over to the subject of overhead—the thing that has rifled the cash drawer of innumerable unwary tradesmen. In these talks, as in the one on costs, we strove to make the thing so plain that no one could misinterpret it. The chief points of emphasis were those which are least likely to be considered. By this time we were beginning to get requests for duplicate copies of the first letters, indicating a desire to keep the series complete.

The fifth letter was headed, "Putting It All Together," and was a summary in concise form of what we most wanted them to remember. On a separate sheet was a complete outline of the cost-keeping plan we had evolved, with a practical example showing how it might be applied to any individual case. There was nothing arbitrary about it. The percentages were so arranged as to be adapt-

able to any section. Everything was made to hinge on the dealer's own record of his overhead expenses.

Through all these letters the idea was dominant that the measure of a man's prosperity is dependent on getting acquainted with his business—not a mere friendly acquaintance but an intimate and detailed knowledge. Let the cost system be what it will so long as it tells the truth, but let it have complete right of way and never neglect it. Or, as it was stated in the last paragraph: "Don't let the dollars slide by without leaving their toll. The profit on your work is the only thing you can put in the bank—everything else goes out with the monument. See to it, then, that you make that profit secure."

And how about results? What has taken place since the receipt of these letters? In many instances, probably, they have wrought no change, except perhaps a little closer scanning of prices. But we know of many other instances where they have struck fire—where the dealer is not only in sympathy with the scheme but has really put it into practice. This means service with a big "S"—service to both dealer and manufacturer, and, indirectly, to everyone connected with the trade.

Advertising, they say, is born of service. It follows, therefore, that although we were careful to eliminate every vestige of advertising from these letters, the minute they became helpful they began to create good-will for the company that fathered them. Thus in a roundabout but none the less effective way have they been drawn out into the field of publicity.

### Newark Agency Placing Pie Crust Copy

The Hanser Agency, Inc., Newark, N. J., is placing a newspaper campaign for the Flako Products Company, New Brunswick, N. J., on Flako Pie Crust. Copy will appear in cities where distribution has been obtained and will be extended as distribution plans are developed.



**M**<sup>r</sup> PUNCH and his Advertisement Manager extend the Season's Greetings, sincerest Good Wishes for a Merry Christmas and a Happy New Year, and their warmest thanks to the hundreds of Advertisers, Advertising Agents and Advertising Managers who have so willingly helped in making 1921 THE FOURTEENTH CONSECUTIVE YEAR of notable Increase of Advertising Revenue.

Advertisement Manager "PUNCH"  
10 Bouverie Street, London  
Eng.

### Chappell and Traprock Speak Before Advertising Club

George S. Chappell and Dr. Walter E. Traprock spoke before the New York Advertising Club on January 4 at the same time. Introductions were given the speakers simultaneously by George Ethridge, vice-president of the club. At times Chappell was in the ascendancy, at other times Traprock had full sway.

"The Cruise of the Kawa" was Traprock's reason for an address; while Chappell confined himself to "The Author and Advertising."

In his comments on "The Cruise of the Kawa" Traprock said there were those who were interested in the sale of the book to whom mention of its name inspired actions that indicated despair. Their doubt and uncertainty was dispelled when unusual advertising for this book made itself felt. On the authority of Chappell, himself, Traprock said advertising put "The Cruise of the Kawa" across to the American public. So much for Traprock's graphic granite facts.

On the less self-centered subject "The Author and Advertising" Chappell had these observations to offer: Authors owe much to advertising. It lends character, quality and style to the better publications to which they strive to contribute. The author of today will find splendid examples of literature in advertising copy. These examples will teach him style, psychology and brevity. Advertising copy must necessarily teach these things because the economic order of the world has demanded these qualities of it.

### Heads Committee to Promote Motor Sales Abroad

W. O. Rutherford, vice-president of the B. F. Goodrich Company, Akron, O., has been appointed head of the Foreign Trade Committee of the Motor and Accessory Manufacturers' Association, New York. This committee will co-operate with the Bureau of Foreign and Domestic Commerce at Washington to promote the sales of American motor products abroad. Mr. Rutherford has been with the Goodrich company for more than twenty years, having been branch manager in Buffalo and Denver and general sales manager in that time.

### National Campaign for Rich's Wine Jelly

E. C. Rich, Inc., New York, food products, has started a national advertising campaign in newspapers for its "Gelatin Wine Jelly." The newspaper campaign will be followed by a campaign in national magazines. The account has been placed with the Capital Advertising Company, New York.

Harry B. Adsit has resigned as general manager of the Middletown, N. Y., *Herald*, and has become assistant manager of the Pawtucket, R. I., *Times*. Mr. Adsit had previously been with the Brooklyn *Eagle* and the New Haven *Journal-Courier*.

## *Revised and Brought Strictly Up to Date*

A list of 310 daily newspapers published in 300 industrial centres of the United States.

A map visualizing the cover of the newspapers.

Tables showing 1920 population, Oct. 1, 1921, Circulations, and Dec. 1, 1921, advertising rates.

Just such a rough outline as should be available for blocking out a national campaign of newspaper advertising.

These 310 newspapers reach a daily sale of 13,000,000, and are read by 67,000,000 people out of 105,000,000 in the United States every day.

For \$30. a line you can reach this carefully selected group of worth-while people with probably 90% of the purchasing power of the nation.

This list, with any changes desired, can be used to cover any city, any state, any section or the whole country, as the advertiser pleases.

The above data will be mailed free of charge to anyone asking for a copy.

JASON ROGERS,  
Publisher New York Globe.

New York, Dec. 22, 1921.

# *The Greatest Event in the History of Building Journalism!*

## **BUILDING AGE AND THE BUILDERS' JOURNAL**

*to be consolidated  
February, 1922*

**Until February 1,  
1922, the rates of  
Building Age will  
apply for space  
in the consoli-  
dated journals**

**50% greater service  
and circulation at  
no increase in cost!**

Effective February, 1922, Building Age and The Builders' Journal will be consolidated under the title of BUILDING AGE and THE BUILDERS' JOURNAL, with the editorial strength and all the circulation of both papers.

The subscription lists are still being combined, but the results so far indicate that, with all duplication eliminated, BUILDING AGE and THE BUILDERS' JOURNAL (Consolidated) will have 50% more circulation than BUILDING AGE had by itself.

Until February 1st, contracts for advertising in BUILDING AGE and THE BUILDERS' JOURNAL (Consolidated) will be accepted at the present BUILDING AGE schedule of rates.

This is a 50% greater service without increase in cost. It represents in substance, therefore, a 50% reduction in rates.

The major portion of the building activity for the past year has been in the East, and the major portion of building work for the next five years will continue to be in the East, where BUILDING AGE and THE BUILDERS' JOURNAL (Consolidated), the only Eastern building paper published, is measurably stronger in circulation than in any other section of the United States.

This, plus our special advertising rate, creates the finest publicity opportunity ever afforded the manufacturer of building products in the history of building journalism.

A wealth of facts, figures and statistics will gladly be furnished on request.

**BUILDING AGE and  
THE BUILDERS' JOURNAL  
920 Broadway, New York**

## Securing Slogan Priority Rights

CHAUNCEY P. CARTER  
TRADE-MARK SPECIALIST

WASHINGTON, D. C.

Editor of PRINTERS' INK:

I thank you for your letter advising that the slogan "Good Candies—Nothing Else" is unanticipated by any slogan on record in your office.

Will you be good enough, then, to add this slogan to your list as one that is used by the Chocolate Products Company, of Baltimore, Md.?

CHAUNCEY P. CARTER.

STARTING with a June, 1919, issue, PRINTERS' INK began publishing a list of advertised slogans. The compilation appeared in the form of instalments of fifty phrases each and these continued to be published until the first week in 1920, when 850 had been listed. Of course these are merely a small number of the total of advertised slogan used in this country.

Nevertheless, the list has demonstrated its value several times in different ways, such as the prevention of duplication when new phrases were contemplated by manufacturers. In addition, others have employed the compilation, which is maintained in PRINTERS' INK's office in card form, as a method of obtaining slogan priority rights. What we mean by this is exemplified in the above letter.

Our procedure in cases of this nature is to make out two cards, one filed in accordance with the slogan's phraseology and the other under the manufacturer's name. Each card, of course, has typed on it the phrase itself, name and address of its user, and when the slogan is sent in voluntarily with the request that we add it to our list, as Mr. Carter has done, a date line is also included on the card signifying the time of its inclusion in the list.

Slogans cannot secure Federal registry unless the phrase is part of the trade-mark. That is why PRINTERS' INK is glad to have its list used as an unofficial registry.—[Ed. PRINTERS' INK.]



To  
ADVERTISERS  
and AGENCIES  
we wish a New  
Year free from  
annoyances and  
delays

TO back up the sincerity of our wish, we pledge ourselves, cheerfully and willingly, to work overtime and holidays that you may meet the schedule of your requirements with time to spare.

P. J. PERRUSI • N. KWEIT

ADV AGENCIES'  
SERVICE COMPANY

Typographers

209 WEST 38th STREET  
NEW YORK

DAY AND NIGHT SERVICE  
FitzRoy 2719



---

# MOTION PLAY MAGAZINE

## Rotogravure Section

OF THE

BALTIMORE AMERICAN  
SYRACUSE POST STANDARD  
LOUISVILLE HERALD  
INDIANAPOLIS STAR  
MINNEAPOLIS JOURNAL

**Net Paid**  
**Circulation 420,351**

$\frac{1}{4}$  Page \$375     $\frac{1}{2}$  Page \$750  
Full Page \$1500

---

## The Graphic Newspapers

Local Rotogravure Sections  
of Leading Sunday Papers

---

|           |           |              |
|-----------|-----------|--------------|
| Rotomats  | Positives | Rotoreprints |
| Estimates | Data      | Cooperation  |

---

## GRAVURE SERVICE CORPORATION

Advertising Representative  
171 Madison Avenue, New York  
Chicago Boston Los Angeles San Francisco

---

## Supreme Court Modifies Beech-Nut Ruling

The Beech-Nut Packing Company's appeal from the ruling of the Federal Trade Commission requiring it to cease and desist from carrying out its plan to maintain prices was decided by the Supreme Court of the United States on January 4, the court dividing five to four. The order of the Commission requiring the company to refrain from refusing to sell its products to dealers who do not resell at prices suggested by the company is reversed, the court holding that the original order of the Commission was too broad. The order should have compelled the company "to cease and desist from carrying into effect its so-called Beech-Nut policy by co-operative methods in which the respondent and its distributors, customers and agents undertake to prevent others from obtaining the company's products at less than the prices designated by it."

According to the Supreme Court decision, it appears that the company is entitled to refuse to sell its goods to price-cutters when it acts upon its own individual discretion, but it must cease the practice of: (1) reporting the names of dealers who do not maintain the suggested prices, (2) making out lists of "undesirable" dealers who are not to be supplied, (3) employing salesmen and agents to report the names of dealers and jobbers who resell at cut prices, (4) utilizing numbers and symbols upon cases for the purpose of tracing price-cutting, and (5) "utilizing any other equivalent co-operative means of accomplishing the maintenance of prices fixed by the company."

---

## New York Retailer Fined for False Advertising

The J. B. Orkin Corporation, conducting a women's apparel store in New York, was found guilty last week of inserting a misleading newspaper advertisement and was directed by Magistrate Moses R. Ryttenberg to pay a fine of \$150.

The Orkin Corporation is alleged to have inserted an advertisement stating that "Marvella" cloaks could be bought at its store for \$44. The chief salesman and a clerk from Forstmann & Huffman, Inc., makers of "Marvella" cloth, were sent to purchase one of the cloaks, which, according to Forstmann & Huffman, cannot be sold generally for less than \$79. The cloak purchased, it was alleged, was not of genuine "Marvella" cloth.

---

## Illinois Poster Association Will Meet

The Illinois Poster Advertising Association will hold its semi-annual meeting at Peoria, Ill., on January 10.

Henry D. Sperber has resigned as advertising manager of *The Financial World*, New York.



fies

pany's  
Federal  
o cease  
ts plan  
by the  
States  
ng five  
mission  
n from  
dealers  
ggested  
e court  
of the  
e order  
ny "to  
into ef-  
icy by  
he res-  
tomers  
others  
products  
by it."  
urt de-  
any is  
ods to  
ts own  
t cease  
names  
in the  
lists of  
t to be  
n and  
dealers  
prices,  
s upon  
price-  
other  
accom-  
s fixed

d for

, con-  
n New  
eck of  
adver-  
strate  
a fine

ged to  
stating  
bought  
esman  
ffman,  
were  
cloaks,  
Huff-  
or less  
it was  
vella"

on

Asso-  
ecting

ed as  
ancial

17 D.P. in N.Y.

15 LOST

2 Showed advertising  
gains in 1921

The Eagle and one  
other paper only ones to  
show adv. gains in N.Y.  
city.

Brooklyn Eagle's best  
business year.

A. B. C. Eagle Statement  
Showed good increase in  
circulation. Not on  
1922

The Brooklyn Eagle.



ARTS & DECORATION  
is the only super-  
class magazine to  
apply for member-  
ship in the A. B. C.

Our advertisers always get  
more than they pay for.  
Until April the excess will  
be  $66\frac{2}{3}$  per cent.

December lineage records  
place Arts & Decoration  
fourth among all monthly  
magazines, irrespective of  
volume of circulation.

ARTS & DECORATION

50 West 47th Street, New York City

## Advertise to Assist Export Trade

American Companies Are Advised  
to Keep Their Names and Products  
before Prospective Foreign  
Buyers, Preparatory to Sales  
That Will Follow More Equable  
Exchange

By Joseph McElroy, 3d.  
Export Sales Manager, Pass &  
Seymour, Inc.

IF American manufacturers could see the columns of the foreign trade papers published in the various foreign manufacturing countries of the world and distributed throughout the civilized world, they would be astonished at the advertising printed in countries that are supposed to be nearly bankrupt and where the people are supposed to be economizing and only indulging in what are absolute necessities. They regard foreign advertising as a necessity, and it is, if you desire to continue in business over a period of years.

I will admit that advertising is, to a certain extent, an intangible thing. You cannot always place your fingers on actual results and yet there are results and it is very necessary for every live concern engaged in foreign trade to do a certain amount of advertising, based upon the nature of their business and the amount of business that they will be in a position to handle.

Today is the time to keep the American merchant's name before the buying public of the various markets of the world so that when the exchange situation has partially righted itself and business relations may be resumed the advertising message still conveys the thought to the foreign buyer that the American manufacturer wants his business, is able and willing to take care of it properly.

In advertising for foreign business, it is quite essential that the subject be given careful attention and considerable study before tak-

Portion of an address before the American Manufacturers' Export Association at luncheon meeting in New York.

## The AUTOMOBILIST

Circulation over

60,000

Exclusively among  
Automobile Owners

OUR New England circulation is larger than that of all other Automobile magazines combined.

We have a larger circulation than any other Automobile magazine published in the United States.

For Rates address

## The AUTOMOBILIST

Beacon Building, Boston

A. H. GREENER, 110 W. 80th St., N. Y.

A. A. BALDWIN, 14 E. Jackson Blvd., Chicago.

W. C. ORR, 322 Huron-Sixth Bldg., Cleveland.

BERT BUTTERWORTH, AGENCY  
510 Citizens Nat'l Bank Bldg., Los Angeles

414 Hearst Bldg., San Francisco

CARL A. SCHULENBURG,  
613 Security Bldg., St. Louis, Mo.

Member Audit Bureau of Circulations

# MAKE TYPE TALK

YOU can with Arkin's new type book that teaches every working rule for forceful layouts, choice of faces and fundamentals of good typography.

## New Book Tells How \$1 or Your Dollar Back

Contains a Type Estimating Chart worth many dollars alone. It eliminates guesswork—enabling you to select the right size type to fit any space. This 112-page book shows 50 type faces. With this handbook you can make type do what you want it to do—the first time.

### Compiled by TYPESETTERS.

A book that is thoroughly practical because a practical ad-setting shop built the book. No theories—just good practice; rules and examples. 10 days' approval. Send \$1 bill to

ARKIN ADVERTISERS SERVICE  
Typographers - Artists  
422 South Wabash Ave., Chicago

Your Advertising will

# SATURATE PEORIA

and Central Illinois  
IN THE

## Journal-Transcript

Peoria the "Try Out" city of  
Central Illinois for 10 years.  
Write for Survey of the Market.

For THE PEORIA JOURNAL  
By Verree & Conklin  
Central Illinois JOURNAL-TRANSCRIPT A.B.C.

Represented by Class A Bibli Co.  
New York, 114 Broadway, Chicago, Peoples Gas Bldg.  
Brooklyn, Old South Bldg.

Largest Net Paid Circulation  
in Central Illinois.

"It Can Be Done"

ing a step forward toward the desired end so that errors and mistakes may be avoided.

Any firm interested in this proposition should study carefully the customs of the people in the country in which it wishes to advertise, their language, their superstitions, their seasons, their prejudices, their local terms of speech and their likes or dislikes of various colors. Without a careful analysis and study of these, serious mistakes may be made.

It will not do to ignore the dealer who has been too much ignored by both European and American exporters. He will not change overnight because of his traditions and training, which are along European lines, but helpful suggestions from American advertisers based on an understanding of his problems, practical dealer helps and consumer advertising will work wonders in changing his outlook and his attitude.

I must also mention that the various magazines, trade periodicals and advertising service bureaus, which exist in this country for the purpose of carrying the American advertising message to foreign people, are not to be lightly regarded. These publications and service bureaus have been built up by men who have been earnest and sincere in their endeavor to benefit the American exporting manufacturer and are to be considered in any advertising campaign that you lay out, regardless of what section of the world you may be endeavoring to interest in your merchandise.

### Verree & Conklin Open New Western Office

Verree & Conklin, newspaper representatives, New York, have established a San Francisco office with Allen Hoffmann in charge. The Portland, Ore., office of Verree & Conklin has been discontinued.

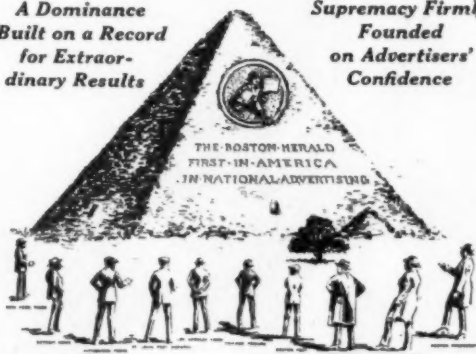
### Charles B. Shanks with Snodgrass & Gayness

Charles B. Shanks, formerly manager of merchandising for the Class Journal Company, New York, has joined the staff of Snodgrass & Gayness, Inc., advertising agency, New York.

# The Boston Herald First in America in National Advertising

*A Dominance  
Built on a Record  
for Extraor-  
dinary Results*

*Supremacy Firmly  
Founded  
on Advertisers'  
Confidence*



As "America's Leading Daily Newspaper" in 1921, the predominance of the Boston Herald is as unassailable as the pyramids.

The Herald carried 2,860,128 agate lines of National Advertising during the year — by far the largest six-day total of any American daily newspaper.\*

The index of the national reputation of a manufactured product is a widespread sales volume; the measure of national recognition of a newspaper is the extent to which a multitude of unrelated national advertisers make use of its columns.

The confidence of advertisers in the productiveness of The Herald was never better justified than now.

---

*We operate one of the most complete and effective  
Merchandising Service Departments in America —  
now in its sixth year.*

---

\*Sunday Herald and Evening Traveler lineage excluded. Total is for daily Herald only.

Figures furnished by Boston Newspapers' Statistical Bureau and Statistical Department of New York Evening Post.



## OTTO N. FRANKFORT

Another Elevated Advertising Man  
who has put it over—Red Seal Hair  
Nets—and is back on the job again.

## CHICAGO ELEVATED ADVERTISING COMPANY

Five North Wabash Avenue, Chicago

# Copy "Self-Starters" That Make the Reader Curious to Know What Follows

Selecting "Leads" That Are Unconventional in Theme and That Touch upon Little Known Topics

By A. L. Townsend

WHEN copy leads can hit upon unusual or even sensational themes, it means a more certain audience, for there is a natural desire on the part of all to learn more about that which they know little. The thirst for knowledge is increasing and mixed shrewdly with it is our old friend "curiosity."

Motorists will experience difficulty in passing the lead of this Carlisle Rope Tire advertisement, as the bold headline conveys the unusual message that "A cool tire is a better tire." What is meant by this? "Do you know what causes a blow-out? Do you know that your tires really wear themselves out from the inside more than from road contact? At some slightly defective spot in the carcass a cord rubs against its neighboring cord, or a layer of cords against another layer. This rubbing produces frictional heat. Gradually, at that particular spot the structure of the tire is weakened by friction. All of the seven or eight layers of cord, or fabric, are separated one by one because heat burns out the vitality of the rubber. And then one day—a blow-out!"

The advertiser has started off with information that is well away from the beaten and conventional path. There is a human desire to see what it all means, when our imaginations have been challenged.

It was a happy inspiration, in a headline for Dromedary Dates, to start off with "Now for a good Arabian Night's sleep." Without the added "Arabian Night's" it would have been a tame announcement. We are frankly curious. It's a new thought.

And we are equally interested

to discover that the advertisement is not playing a trick on us. There is a reason for that unique addition to an old theme:

"Those wise old Orientals know a thing or two. They have been studying for thousands of years how to get the most out of life. And I brought back one of their secrets from my trip to the Orient. At bed-time—a glass of milk and a dish of dates. The Arabs travel for miles under the hot desert sun, and almost their only article of diet is the date. If they grow tired in mid-afternoon a handful of dates puts new life into them, and they're on their way again."

## A JOLT IN THE HEADLINE

"Street lighting is *your* Job!" There you have an unusual statement and one that causes the reader to wonder a bit. What is this that is being said? What is the responsibility each and every person must shoulder?

"Cities and towns that are well-lighted usually owe it to the initiative and energy of a few far-seeing individuals. Not necessarily men of previous prominence, but always men of intelligence and vision. These men find no lack of arguments that appeal alike to practical instinct and to community pride. Modern street-lighting always enhances property values—its modest cost is returned many times over in increased income and enlarged valuations."

Thus does the Westinghouse company present its advertising argument, heading off, however, with copy that must be read by many persons, since it speaks directly to you, to every individual.

Publishers' Co-operation puts added value in advertisers' space.



136 LIBERTY STREET  
NEW YORK CITY

TELEPHONE RECTOR 9945  
CABLE ADDRESS "Flailad"

## Printers' Ink Bound Volumes

Subscriptions will be received for the entire set of 1922. The price is \$2.00 a volume; \$8.00 a year (4 volumes).

**PRINTERS' INK  
PUBLISHING COMPANY**

185 MADISON AVENUE  
NEW YORK, N. Y.

"Who is going to rebuild the devastated homes of America?" is an excellent lead. It is one of a series sponsored by the Showers Brothers Company, furniture manufacturers.

The caption of the advertisement leads into a live subject: "There are today, right in this country, millions of homes that are devastated just as truly as the worst shell-torn home of northern France or Belgium. The destruction of American homes has been more insidious, more silent, more deadly. Influences the existence of which we have scarcely dared to recognize have been luring Americans away from their home, killing the home spirit, breaking up the family circle. America is being weaned away."

There follows an earnest plea for better homes, for home building, for a finer and more artistic environment in these homes, and the advertisement points its moral significantly.

Just as dramatists are always eager to hit upon a new plot, a new theme, and just as authors are more certain of success when they break comparatively new ground, in a new vein, so the writer of advertising learns that although rare, the "spring a surprise" idea, for leads, is to be highly recommended, where reader interest, from the very start, is sought.

A mere statement of a little known or unexpected fact often suffices.

Here is a good example:

"One and one-half quarts of dirt in six minutes out of a 'clean' nine by twelve rug."

It doesn't sound possible. The housekeeper arches her brows, but is interested enough to want to know the answer.

"I hardly think you can get any dust or dirt from that rug," says a Royal Cleaner advertisement, as it stages a little household drama that actually took place, during a test. "Try it if you like. I wish you luck. But that rug has been thoroughly beaten and brushed."

"With this discouraging news, Mr. Philip Lyford of Hinsdale,



## THE HOME NEWS

Harlem and Bronx Editions

will be represented in the Foreign  
Advertising Field after Jan. 1, 1922, by

**POWERS & STONE, Inc.**

New York—15 W. 37th St. Tel. Fitzroy 1528  
Chicago—First National Bank Bldg. Tel. Dearborn 6063

## SMITH, STURGIS & MOORE, Inc.

Successors to Collin Armstrong, Inc.

**General Advertising Agents**  
1463 Broadway, at 42nd Street  
New York

*TORONTO, Lumsden Building*  
*MONTREAL, The McGill Building*  
*PARIS, 31 bis Faubourg Montmartre*  
*LONDON, Premier House, Southampton Row, W. C. 1.*

*The Right Angle in Advertising*

# Open the Flood Gates!

The Goods on Country Storekeepers' Shelves are Gumming the Works.

Off the Shelves—On to the Counters, and Out of the Stores.

That's the Thing to Do.

How?

There's only One Way. Advertise Where the Customers Live. Back Up the Country Storekeepers by Advertising in Their Home Papers. Help them Sell the Goods on Hand, so They Can Buy More.

Half the People Live in the Small Towns and Country Districts.

Fred Mann out in Devils Lake, North Dakota, Sells Half a Million a Year by Advertising His Store in Country Papers within 50 or 60 Miles of Devils Lake.

What Can You Do with Your Goods in Hundreds of Stores and 60,000,000 of Country People to Talk to Intimately at Close Range through the Home Papers?

The AMERICAN PRESS ASSOCIATION Comprises 7,436 of the Best Country Newspapers.

Each Publisher is Pledged to Make His Space Resultful to the Advertiser.

Each Storekeeper Pushes the Goods Advertised in His Home Paper.

That's Real Intensive Advertising!

Ask Your Advertising Agency to Confer with Us, or Communicate Direct. We Will Gladly Submit Estimates and Full Particulars for any or all towns—And When You Get Ready to Shoot, We Will Have Each Publisher on Tiptoes to Put Your Campaign Over.

**AMERICAN PRESS ASSOCIATION**

**Country Newspaper Headquarters**

**New York**

**Chicago**

**San Francisco**

Illinois, virtually challenged the Royal demonstrator.

"In a few seconds the cord was attached, the nozzle adjusted for maximum suction. After six minutes the bag was emptied into a newspaper and the dirt measured."

People are always ready and anxious to play the skeptic, until thoroughly convinced.

### Theatre Advertising Should Watch Its Step

New York's motion picture censorship has thus far been considerably less obnoxious than varieties known to other States, but nothing it has done has changed the opinion that it was unnecessary, and that it contains harmful possibilities. What brought it about? In part, the weakness of politicians; in much greater part, the stupidity of the motion picture industry. Few movies were actually immoral in the obvious sense, but a host of movie press agents did their best to deceive the public into thinking that they were immoral. They succeeded so well that they forced a censorship.

What next? A melodrama produced here last week is being advertised as "a timely sex problem," with the addendum: "Why waste your time on half-way plays when there is a play that goes the limit?" The sagacious will understand that this play is not so very bad, no matter what it would like to be thought, else it would be closed by the police. But when the professional moralists go to Albany to demand a censorship of the stage they will carry no better weapons than such advertisements. Advertising of this sort does as much harm to the dramatic art as could a censorship. There must be producers and playwrights, and even press agents, who see that in the long run this kind of thing does not pay.—*New York Times*.

### Charles E. May to Promote Stout-Wear Campaign

Charles E. May has resigned as sales manager of I. Heller & Company and the Alfred Beer Company, New York, to supervise the promotion of stout-wear for the Associated Stylish Stout-Wear Manufacturers, Inc., New York. The association plans an intensive advertising campaign and will attempt to establish a stout-wear department in all of the department stores of the country. The label name, "Sveltline System," which has been used and advertised by a limited number of firms, will be attached to merchandise manufactured by members of the organization.

Charles Creed Napier, formerly with Street & Finney, Inc., New York advertising agency, is now with the S. K. F. Industries, New York, in advertising work.

## The Atlanta Journal

### Atlanta, Ga.

Ludlow Mfg. Associates used The Atlanta Journal for their "sudden" Christmas advertising.

Their advertising agency aforetime had tested Atlanta as a market and The Journal as a sales maker.

### Advertising in The Journal Sells the Goods

## I Am Going To The Pacific Coast

And I Can Sell, Understand Advertising and Know How to Manage Sales and Office Forces.

Trained in East, made success in West, returned East to do special work. Finished it and will start westward in a few days. Have plenty of offers, but want a great, big opportunity that requires real brain and brawn effort and holds real reward.

Ought to be useful as special agent, sales representative, advertising manager, advertising agency or publishers' representative or as special advertising man for Eastern publisher.

Every connection will tell of accomplishments, ability, character, disposition and habits. Good health and appearance.

Replies held in confidence. Write fully at once. Will arrange to handle special business or consider permanent connection. Address "B. L.," Box 60, P. I.

---

# WANTED

## Sales Service Expert

A man who has successfully conducted a retail store and can write good advertising copy. We particularly want a man who has conducted an Advertising Service for country retail merchants.

It's a big job to start with and has immense possibilities. Straight salary.

Give full details of business experience in your first letter.

Address "K. C.," Box 61  
Care of Printers' Ink  
833 Peoples Gas Building  
Chicago, Ill.

---

## Building a Business to Last

(Continued from page 6)

we make some mistakes. But with the information gathered from these various sources—through the salesmen, the credit department, and the promotion department with its special investigators—we are able to select dealers who on the whole and in the long run are best fitted to handle our product. The permanent returns justify the original care in selection.

The same general policy is reflected in our methods of dealing with our salesmen. We have something like forty-five men all told, and our policy with them, as with the dealers, is to build for the future even more than for the present.

It is hard to say whether we get our best salesmen by training them ourselves or by hiring them from the outside. We do frequently take young men through the various departments of the business and then let them sell. But, no matter whether we train a man or hire him with previous experience, we insist that he spend some time inside before he begins to sell. He must understand and sympathize fully with the *spirit* behind our policies.

If we hired him one morning and sent him off with a sample trunk the next evening, hoping that by some hook or crook he might get some orders, we believe that we would inevitably injure ourselves so seriously that we would be a long time recovering in the territories he visited. Our theory with the salesmen is that, while they must get the immediate business, they must also do all the things that are necessary to build a great volume of good-will, so that they and their successors may continue to sell goods for us in an ever-increasing volume as long as we remain in business.

It follows from all I have said that we do not feel satisfied to pay salesmen on any basis that might

# Your 1922 Campaign

In the busy industrial State of Connecticut—the newspaper that has the greatest percentage of net-paid circulation, size of population considered, is

## THE NORWICH BULLETIN

*Prepared by James Robert McCutcheon of Newspaperdom*

THE writer, after analyzing a considerable amount of data concerning circulations and advertising rates of Connecticut newspapers, finds that the Norwich Bulletin has the largest percentage of strictly net-paid circulation, based on population, of any newspaper in the State of Connecticut—and it is a percentage so largely in excess of any other daily, that the following table should be of intense interest to National advertisers and advertising agency men, now that 1922 campaigns are being discussed, planned or executed:

|                       |               |                      |               |
|-----------------------|---------------|----------------------|---------------|
| Norwich Bulletin..... | 49.0 per cent | New London Day...    | 41.2 per cent |
| Bridgeport Post ..... | 20.4 per cent | Hartford Times ..... | 30.9 per cent |

The above table is significant, for it illustrates the fact that the Norwich Bulletin has the greatest reader-support—in proportion to population—of any of Connecticut's fine newspapers. And still more noteworthy is the fact that this paper has the tenth largest circulation in the country for a newspaper published in a city of 25,000 to 30,000 population. In considering circulations of the two respective newspapers published within the Norwich consumer market zone, I find that the next newspaper to the Bulletin gives advertisers 15.8 per cent circulation in proportion to population.

Next, I find that the Bulletin gives local and National advertisers 2,188 of strictly net-paid circulation for each one cent per line of advertising cost—and that the next nearest newspaper gives 1,401 copies for each one cent per line of advertising cost. In other words, the Bulletin gives each advertiser practically one thousand more of net-paid circulation for each one cent per line of advertising cost than the next newspaper.

The Norwich Bulletin, as every advertising man who has studied the Norwich situation knows, is a newspaper of wonderful efficiency from the reader viewpoint—or reader-efficiency. This fact is, of course, thoroughly demonstrated through the table shown—the Bulletin circulation reaching, as I said before, 49 per cent of the population. Since the reader-efficiency of the Bulletin is so generally recognized, it is not at all surprising that circulation must become an absolute necessity in the family life and business activity all over the zone of which Norwich is the purchasing and distributing center, for the people making up the Norwich consumer market.

This year, 1922, already promises to be the best advertising year for National advertisers of any that has been crossed from the calendar since before the war. This is an important point—and it is because of this important point that we present these circulation and advertising rate deductions. The Norwich Bulletin and 1922 campaigns must be closely allied—if result-producing efficiency is to count.

## The Norwich Bulletin

NORWICH, CONNECTICUT

# I want to WORK

for some publisher as Chicago (Western) representative of one or more high grade daily newspapers.

Ask any national advertiser or general advertising agency in this territory what they *know* about

## DON CAMPBELL

My 12 years *WORK* as representative of the New York World gave me an *entré* and a host of friends.

As to my ability to carry out my part of an agreement, ask the National Bank of the Republic of Chicago.

All I ask is 24 hours notice to meet any interested publisher at his office.

Don Campbell, 1411 Hartford Bldg.,  
Chicago

Telephone Randolph 6065  
(*Reverse long distance charges*)

emphasize our desire for immediate sales in large volume. We pay them straight salaries, large enough in every case so that they can maintain themselves and their families in comfort without worry. They receive in addition a percentage on all the business coming in from their territories above a certain amount. That makes it to their interest as well as to ours to build up a permanent business.

I might go on at length, showing how the central idea in all our policies is worked out in various departments. That would take a lot of space; but I want to mention, in particular, collections. It is very easy, I have found, to make money in the front of the house and throw it away in the kitchen. The collection and credit departments in some concerns may justly be likened to a wasteful kitchen. I suppose ill-will can be caused there more easily than anywhere else.

Firmness in collections, I believe, is always justified; "sharpshooting," in my opinion, is never justified, as the policy of a concern that intends to stay in business. By "sharpshooting" I mean collecting by means of threats that are only bluffs, and coercion in any needless form.

#### LIVING UP TO THE ADVERTISING IN ALL DEPARTMENTS

A clever lawyer, to be sure, may scare the money out of some slow-paying customers. But at the same time, most likely, he turns the debtor into an enemy. Even if we do not want a man for a customer, we do not want him to be my enemy. Enemies talk, and usually they do not tell the truth; they tear down what we try laboriously to build through advertising and square-dealing. Furthermore, we do not believe that a concern's real policies can be concealed from customers. If those policies include the practice of squeezing customers who are in trouble, it will get around in time, through some wholly unsuspected channel, to customers who are not in trouble; and they will be less friendly.

## In LOS ANGELES the

### EVENING HERALD

Lends ALL other daily papers, morning or evening, in amount of paid advertising. Carried 1,422,400 lines in November.

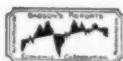
Covers its entire field completely. Many advertisers use it exclusively. Circulation over 140,000 daily.

#### Representatives:

|                 |                     |
|-----------------|---------------------|
| New York:       | Chicago:            |
| H. W. Moloney   | G. Logan Payne Co.  |
| 604 Times Bldg. | 432 Marquette Bldg. |

## INCREASING NET PROFITS

3



IF YOU are interested in adding 8% to the net profits of your business during 1922, tear out the MEMO—now—and hand it to your secretary when you dictate the morning's mail.

Merely Ask for Booklet NB55

**ROGER W. BABSON'S**  
Statistical Organization

Wellesley Hills, 82, Mass.

(Suburb of Boston)

The Largest Organization of Its  
Character in the World

Clip Off Here

## MEMO for Your Secretary

Write Roger W. Babson, founder of the Babson Statistical Organization, Wellesley Hills, 82, Mass., as follows: Please send me Booklet NB55 "Increasing Net Profits" and copy of Recent Report—Gratis.

## SALES EXECUTIVE

Nine years sales manager \$600,000 concern (contractors' field). Made and paid 10% dividend every year, besides laying up a surplus of \$200,000. Those were pre-war times. Three years sales executive with specialty concern, largest of its kind, internationally known. Two years division sales manager automotive field.

Thoroughly experienced in market analysis, sales promotion and correspondence; recruiting, instructing and managing salesmen. Have sold personally in every important American city, and supervised work of as many as 200 salesmen. Never discharged; absolutely clean record. University and business college graduate; American born; 40; married; Protestant; abundant health and energy; ample references. Available immediately. \$6000—and there must be a real future. Address "W. N.," Box 58, care of Printers' Ink.

## We Want a Man

for the position of office executive and assistant to the President of our small corporation, long established and well known in the Advertising World. He must have a knowledge of modern office methods and a general knowledge of accounting, although he will not be expected to do bookkeeping work. He should be not over thirty-five years old, of a pleasing personality, able to get along with employes and to command their respect and secure their loyal co-operation. The salary is \$3000 a year at beginning, with opportunities also for earning commissions amounting to from \$500 to \$1000 additional the first year. If you can meet the requirements and are interested, write to "P. F.," Box 57, care of Printers' Ink, telling your age.

Our credit manager came to me only the other day with a hard case. He wanted to "put on the screws," as it is sometimes called. "No," I told him, "if we can't collect the money in a clean manner, wipe it off the books."

To sum up what I have been saying, our principal policies cluster around just one central idea: *build for permanence*. This idea has led to the formation of appropriate practices in the various departments, for example:

(1) We make no brands but our own;

(2) We pursue a policy of non-stop advertising in magazines and newspapers;

(3) We manufacture a high-quality product, using the best leathers and only skilled shoemakers, and try to make it cost the customer as little as possible;

(4) We employ unusual care in selecting representative dealers;

(5) We avoid "fireworks" salesmanship;

(6) We avoid "sharpshooting" in collections.

The policy can be compared to one of the two ways of farming. One plan is to "strip" the fields. That is, the farmer plants his crops and harvests them as long as the fertility of the soil lasts, not troubling to replace anything that he takes away. He gets a constantly diminishing return from his efforts year after year.

The other plan is to use fertilizer, regularly restoring fertility to the soil as it is taken away. By that plan a man can go on raising satisfactory crops year after year. He considers the future.

That is our idea.

And that, I am convinced, is the only way to build a permanently profitable business. At any rate, the plan has served to keep every wheel in our plants turning, during a time of general depression.

## Agency for Sun River Chemical Company

The Sun River Chemical Company, New York, manufacturer of Sun River Ointment, has placed its advertising with Hewitt, Gannon & Company, Inc., New York. Advertising, for the present, will consist of a newspaper campaign in Eastern territories.



## Announcement

We are pleased to announce that on January 1, 1922, we established our own branch offices in America and Europe, with the head office at Suite 2602, Equitable Building, 120 Broadway, New York.

After December 31, 1921, the World Wide Advertising Corporation and Mr. E. M. Scholz ceased to represent us in any way, and Mr. Joseph P. Barry, who has been the General Manager at the head office in Tokyo for the past two years, has assumed charge of the American and European offices.

Mr. R. R. Gibson, formerly Manager for China, has been appointed European Manager, with headquarters in London.

Mr. Garner Curran, traveling representative for the Philippines, D. E. I. and Australia, has been appointed Pacific Coast Manager.

Mr. Barry and the branch managers are equipped with much valuable data on the existing financial, economic and political conditions in the Far East, obtained at first hand, which they will be glad to place at the disposal of those interested.

THE JAPAN ADVERTISER  
THE TRANS-PACIFIC MAGAZINE  
THE TRANS-PACIFIC NEWS SERVICE

B. W. FLEISHER,  
*President and Publisher.*

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK  
CITY. President and Secretary, J. I. ROMER.  
Vice-President, R. W. LAWRENCE. Treasurer,  
DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122  
S. Michigan Blvd., KIRK TAYLOR, Manager.

Atlanta Office: 1004 Candler Building,  
Geo. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building,  
A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building,  
W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto,  
H. M. TANDY, Manager.

London Office: 233 High Holborn  
W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre,  
JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50  
for six months. Ten cents a copy. Foreign  
Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50;  
quarter page, \$25; one inch, minimum \$7.70.  
Classified 55 cents a line, Minimum order \$2.75.

JOHN IRVING ROMER, Editor  
FREDERICK C. KENDALL, Managing Editor  
JOHN ALLEN MURPHY, Associate Editor  
ROY DICKINSON, Associate Editor  
R. W. PALMER, News Editor

## EDITORIAL STAFF:

Roland Cole Albert E. Haase  
Roy W. Johnson E. B. Weiss  
C. B. Larrabee

Chicago: G. A. Nichols  
London: Thomas Russell

NEW YORK, JANUARY 5, 1922

## Losing and Finding Profits

A leading automobile manufacturing concern makes two successive cuts of \$600 each in the selling price of its product. A competing concern, equally well known, cuts \$700 from the selling price of one car and \$900 from another. The manufacturer of a shock absorber selling for around \$140 announces his intention of making possible a retail price of less than a hundred dollars.

PRINTERS' INK is told by leading automotive authorities who ought to know what they are talking about that these new selling prices represent figures actually less than the manufacturing cost. Why then are they made? How can a man expect to keep out of the clutches of the sheriff if he sells a thing

for less than it costs him to produce it?

The answer to the first question in the case of the two automobile manufacturers is that the people would not buy at the former price. And the shock absorber company wants a majority, rather than a minority, market. All three expect to gain a volume of additional business sufficient to make the new prices yield a satisfactory profit.

It is one thing to sacrifice profits because of a panicky desire to turn goods into money in a hurry. It is quite another to sell below cost premeditatedly, deliberately—and cold-bloodedly, if you please—having in mind the definite view of widening the market and increasing the volume of sales.

After all, merchandising is merchandising, no matter what is being sold. It is entirely possible to place so much insistence on seeing the actual profit on each individual sale as the sale is made that the collective profit, or the average net, is interfered with.

A manufacturer was making a gold-filled finger ring to retail at fifty cents, his output being about five hundred dozen a year. The F. W. Woolworth Company, by placing an order for five thousand gross, made it possible for the rings to sell at a dime and yield a satisfactory collective profit. There was only a shadow of a profit on the individual sale in the larger quantity and this would have been an actual loss in the smaller number.

To say that automobile selling and selling ten-cent rings have certain principles in common is not nearly so ridiculous as it seems at first sight. When the volume is large, the price can be lower and a profit gained. The International Shoe Company, making and selling a hundred and twenty thousand pairs of shoes every business day in the year, is achieving a notable financial success by gaining a net profit of only a few cents on each pair of shoes. With a smaller output the present selling figure would mean a positive and serious loss.

Viewing the thing in a broad way it can be said that the automobile companies and the shock-absorber manufacturer are showing not only a high order of courageous faith but are using good sound business sense. With other things equal, advertising can bring the volume that will turn a loss into profit. This power of advertising can be applied so well-nigh universally that every manufacturer, facing the exigencies of 1922 competition, can well afford to take stock right now and see if his prices are such as to give the volume-getting power of advertising full sway.

### **Bad Advertising and State Censorship**

Our readers will recall that at its last session the New York State Legislature passed a moving picture censorship bill. A movement is now on foot to have the spoken drama subjected to a similar censorship.

The moving picture folks have themselves to thank for this State supervision which has been imposed on their business. In a large measure, the advertising of some of the companies is responsible for the public condemnation which resulted in the enactment of the law. For the very same reason is a sentiment growing in favor of State censorship of regular dramatic performances. Two or three shows that have been exhibited in New York recently offended good taste so grievously that many offended persons are demanding that the State be empowered to veto such plays before they are put on.

The curious part of the affair is that it is the advertising of these plays that has given the most offense. The performances, themselves, were rather innocuous. The advertising tried to give them a salaciousness which actually they did not possess.

It is the advertising, therefore, of these few misguided producers that may bring down on the entire theatre a censorship that, no matter how intelligently it is administered, is bound to handicap the development of dramatic art.

If the theatrical producers wish to head off this probability of State interference, the first thing they should do is to clean house. The initial step in that direction should be the banishment of superlatives from their advertising.

The theatrical industry will have to learn just as other businesses have learned, that a few sensational, untruthful advertisers, can undo all the constructive promotion of all the right-intentioned concerns in the industry.

### **Reaching the Small Depositor**

The announcement in full-page newspaper space that the National City Bank of New York will hereafter receive deposits in amounts from one dollar upward in its "Compound Interest Department," paying interest on all sums in excess of five dollars, has aroused considerable interest in financial circles. The spectacle of one of the main pillars of Wall Street condescending to accept the nickels and dimes of Tom, Dick and Henrietta is sufficiently unusual to provoke comment. It is not so many years ago that a story went the rounds of the dear old lady who took her legacy of nine hundred thousand odd dollars into Wall Street and carried it out again because no bank would accept a balance of less than a million. The story is probably apocryphal, but it sounded plausible at the time. And now look what's happened!

Startling as the innovation undoubtedly is, however, we imagine that one need not seek very far in order to discover what is really "back of it." A recognition of the ancient merchandising principle that fast nickels beat slow dimes is, in our opinion, a sufficient explanation of the phenomenon. The California Raisin Growers discovered it when the five-cent package was put on the market as an experiment to counteract a threatened over-production, and there have been other less conspicuous instances of the same sort. It was announced the other

day in connection with the income tax receipts for 1920, that if all the incomes in excess of \$50,000 a year were confiscated and distributed pro rata, the public would receive something less than \$200 apiece. The big aggregate is the sum of the small and medium incomes, not the comparatively few which run into large figures. Recognition of this fact is, to our view, sufficient reason for an innovation even on the part of the great, conservative National City Bank.

### **A Victim of the Tax System**

It would seem that the receivers for the Lincoln Motor Car Co. have a unique opportunity for an advertising campaign which would win an unusual amount of goodwill for their product. The man in the street often hesitates about buying a car when the company is in the hands of receivers—but he loves justice, and re-acts very quickly to such facts as this company could put in evidence.

For the man in the street is annoyed with such instructions as "if you have a wife and two children living with you turn to form No. 1189." He doesn't like the idea that some unknown auditor hidden away in a corridor of the tax bureau is able to make strange decisions and throw the burden of disproof and the costs of litigation on the unfortunate victim.

See how the beautiful system worked out for the Lincoln Motor Car Company. This concern bought from the War Department an airplane plant for 55 per cent of its original cost. Some bright young man in the tax office ruled that the tax should be assessed not at the price the War Department had been glad to get, but at the 100 per cent original valuation. But that wasn't all. The same or another tax genius ruled that the 45 per cent which the company did not pay for the plant was profit, taxable at the maximum of 80 per cent. Thus before a bolt or a hub cap had been made in the plant, it had, for tax purposes made a tremendous

profit—almost as much as the plant cost.

The results were disastrous from the company's standpoint.

At a time when its heads were negotiating a loan the Treasury presented a "pay-now" demand for \$4,500,000 in taxes.

It was far greater than the company had figured, the loan fell through, and as a result the company went into bankruptcy.

In addition almost a dozen other companies were pulled down into bankruptcy with the larger concern. The tax case was appealed, the company of course paying the cost.

In the short space of less than fifty days the decision was reversed and the taxes reduced by four million dollars!

But the decision, quick as it was, comes too late. The usual proceedings in bankruptcy must go on, the news of the failure hurts the sale of new cars, the damage has been done.

Nor is there anything in the decision to put back on their feet immediately, the other smaller companies which suffered also through the mistake. When some unknown clerk can make a quick decision, overruled a short time later, which has in the meantime ruined a large company and its smaller dependents, and thrown a large number of men out of work, it doesn't seem right to the average citizen. His friendship and good-will would rally quickly to the support of this victim of a curious tax situation were the facts made generally known. And it is a fair guess that some fact advertising on the subject would sell many cars.

### **Pittsburgh Advertising Agencies Merged**

The Wright Advertising Company, Pittsburgh, was merged with the W. S. Hill Advertising Company of the same city on January 1, under the name of the W. S. Hill Advertising Company. John E. Wright is vice-president of the combined organization.

The personnel of the agency now comprises the following: Allen Fink, John E. Wright, George B. Kerr, C. E. Hilborn, E. A. Eisenbeis, E. F. Nolte, A. D. Walter and A. H. Tuttle. Wm. G. Palmer is in charge of the New York office.



## Good Copy

Why speak of institutional advertising as if it were a thing apart from selling goods?

You know it isn't. Every time a salesman represents your institution right he is selling; and every time he sells right he reflects your institution.

Good advertising does the same thing. It sells your goods; but, above all, it shows what kind of an institution you are, for that is what makes the difference between your product and your competitor's. That is what gives you immediate rec-

ognition for any new product you may bring out. And that is what keeps your present product steady in wavering times or a wavering market.

No, not obvious self-praise with the very evident desire to create a favorable impression.

Not that; but a sincere belief in, and understanding of, yourself and your goods, manifested in everything you do and say.

If you are interested in this kind of advertising, we shall be glad to put you on our mailing list.

### John O Powers Co

461 Fourth Avenue New York

Advertising

## Splendid Business Opportunity

A nationally circulated and rapidly growing monthly magazine of recognized editorial merit having almost unlimited field for circulation.

I have limited option to purchase the property.

There is no better prospect in the magazine field.

Interested party must be prepared to establish responsibility in first communication.

Address "J. D.," Box 55, care Printers' Ink.

### The Complete Book on Engraving



printing and related (35) subjects. "Commercial Engraving and Printing" (850 pgs.; over 1500 Illus.) tells how to prepare copy; how to choose method of reproduction, paper, plates, color harmonies, and hundreds of other helpful suggestions. Write for prospectus, approval offer and payment plan.

Commercial Engraving Pub. Co.  
Dept. EB. Indianapolis, Ind.

Shrewd, Capable,  
Well-Posted and Experienced

### PURCHASING AGENT

Expense and Collections

### EXECUTIVE

Now associated, in these capacities, with big chain store organization—

Open for Engagement  
February 1st

Especial knowledge of Printing and Advertising Material, Paper Stock, Stationery, Store and Factory Supplies, etc. Three positions, only, in 15 years (all large concerns); fully recommended by present employers—where has saved his salary several times over. Reason for change—greater opportunities desired. Age 34; married; habits O.K.; bond, if desired. New York City location—and salary commensurate with experience and ability. Particulars, at personal interview. "P. A.," care Printers' Ink.

### Worcester Club Hears Kenneth Groesbeck

Kenneth Groesbeck, vice-president of the Harry Porter Company, New York, spoke on "The Passing of the Hunch," before the Advertising Club of Worcester, Mass., on January 4. He made a plea for the substitution of fact for theory in advertising work. He touched on market analysis as one factor that could help remove the hunch from advertising.

### Manhattan Electrical Account

The headquarters of the Manhattan Electrical Supply Company, Inc., the advertising account of which has been obtained by the Joseph Richards Company, as announced in PRINTERS' INK last week, are in New York City. This company has retail stores in Chicago, as well as in St. Louis and New York.

### Makes B. V. Joern Advertising Manager

The Eau Claire Book and Stationery Company, Eau Claire, Wis., has appointed B. V. Joern its advertising manager. Mr. Joern was formerly with Critchfield & Company, Chicago advertising agency.

### Earle Clark with J. Walter Thompson Co.

Earle Clark, formerly the chief statistician of the General Motors Company, Detroit, has joined the New York office of the J. Walter Thompson Company.

Eugene A. Behr, recently with Brown & Bigelow, St. Paul, has become manager of the New York office of the Louis F. Dow Co., St. Paul, advertising specialties.

Ivar Mattson has been appointed advertising manager of Buttermilk Producers, Inc., Chicago.

### AGENCY CONNECTION WANTED

High grade Advertising Salesman, controlling some business, years of practical experience, and excellent former connections desires to form permanent association with reliable well-organized general agency, equipped to render a real service to clients. Location New York. S. G., Box 64, Printers' Ink.

## Like Charity— This Kind of Advertising Begins at Home

There are some things that a merchant or manufacturer who advertises can best secure from his advertising agency; for instance,

—thinking out and visualizing a campaign of magazine or newspaper advertising to attract attention or get inquiries.

There is one thing that an advertiser can best do in his own organization, that no one outside his own business family can do quite as well; that is,

—planning and preparation of sales literature and merchandising material to convince prospective purchasers and make immediate sales.

Direct-by-Mail advertising is—or should be—Salesmanship-in-Print. But only the man who knows both product and producer from the inside and believes tremendously in both, can put salesmanship into it. If prepared outside the home organization it is—or is apt to be—merely “printed matter.”

I am an experienced advertising man—have done a number of things well worth while in both general and Direct-by-Mail advertising—have held responsible creative and executive positions in advertising agencies—know the general advertising field, so that as advertising manager for a national advertiser, I am well prepared to give all-round efficient co-operation to the advertising agency “handling the account.”

But I am particularly well qualified, both by genuine interest, natural aptitude and wide experience, to take charge of an advertising department in which Direct-by-Mail advertising is regarded as bone and sinew of advertising policy.

Direct-by-Mail advertising-and-selling matter, to be most effective and get best results, must be planned and prepared *at home*, by some one *in the family*, who knows the situation *from the inside* and can thus give it *character, feeling and conviction* possible to no one on the outside.

I want to get in touch with a national advertiser who wants to make the selling service of his advertising department as effective as the advertising service of his agency.

Ample assurance given as to character, ability and achievement; record, references, specimens, details, etc., forthcoming as desired.

Address R. E., Box 53, care Printers' Ink



## The Little Schoolmaster's Classroom

THE Schoolmaster has always felt he would have a hard job landing a position as copy writer, due to the insistent demand for samples of work. There must be hundreds of able copy men who are in the same boat. Perhaps their experiences have been such as to give them an unusually clear insight of advertising principles and practice. But simply because they may never have actually taken their pens in hand there is no hope for them. "Show samples," are two words which have kept many an able copy writer out in the cold and rain.

Evidently the vice-president of a New York agency, who is looking for an assistant, had this in mind when, in an advertisement headed, "Wanted—Copy Man," he said, "Tell me what current advertising campaigns you like best and why. Send no samples."

The man who answers that best, even though he may never have had prepared a piece of copy in his life, is likely to make a good copy writer. For the individual who has the ability to select the best current campaigns and, what is more, show by analytical reasoning why he thinks they are good, is apt to be an advertising man of high calibre. To pass such a test requires a keen insight into every angle of advertising and merchandising. It calls for more than mere writing ability. More than even that, however, is the fact that no artificial barriers are raised against certain possible applicants. Even the Schoolmaster, although he hasn't written advertising copy as a regular business for many moons, could throw his hat in the ring.

\* \* \*

A few years ago a well-known New York advertising agent moved out into the suburbs. At that time his was pretty much a one-man business. It demanded, for one thing, long

and arduous hours at the office. A few months of suburban living convinced him, that as much as he liked being close to nature, country living was not practical for him. He left so early in the morning and returned so late at night that he had become a stranger to his own family.

So he and the Mrs., after many a tearful conference, decided that they had better move back into the city. One question remained to be solved, and that was what to do with the beautiful new furniture bought especially for the country home. The apartment would absorb some of it to be sure, but not all.

\* \* \*

The good wife soon thought of a way. "Why don't you practice your own profession? You advertising men are always ready to prescribe advertising for the other fellow, but when you, yourselves have something to sell, you never think of it."

The advertising man was forced to recognize the logic of this suggestion. Accordingly he prepared a liberal-sized advertisement for insertion in the next issue of the local weekly. He spread himself on the copy. He still claims that it is the best piece of copy he ever wrote. He told of the care and attention, of the pleasure and study that was given to the selection of this furniture. Its purchase represented months of joyous work. He and his wife read all the worth-while books on the period designs. They visited studios, art museums and the workshops of furniture craftsmen located in dingy lofts in out-of-the-way parts of the city. Now this furniture, enmeshed though it was in their hearts, had to be sold.

When the advertising agent returned home that Thursday evening, he found his wife crying as though her heart would break. In her hands was the weekly



## *"Who Are Your Clients?"*

Five are the largest advertisers in their respective industries—with sales to justify their advertising.

Four are pioneers in advertising commodities which had never been successfully advertised previously—and which are very successful today.

We shall be glad to furnish details of these campaigns on request—and to refer you to these advertisers.

*Write for these booklets:*

*"How to Judge an Advertising Agency"*

*"Points on Merchandising Advertised Products Through Department Stores"*

*"Merchandising Advertised Products Through Drug Stores"*

**J.H. CROSS CO.**

**General Advertising Agents**

**214 South Twelfth Street - Philadelphia, Pa.**

Members  
American Association  
Advertising Agencies

Members  
National Outdoor Advtg. Bureau  
Audit Bureau of Circulations

## 2-Color Printing

Exceptionally low costs on  
fine catalog and book work  
in long runs.

We have for sale excess capacity  
of new Cottrell two-color two-side  
web rotary magazine press, deliver-  
ing sheet 24 $\frac{1}{2}$  in. x 35 $\frac{1}{2}$  in.  
Finest color work at cost far be-  
low any flat-bed equipment.

Address "R", Printers' Ink

### PRINTING—PAPER —ART MANAGER

Successful record creating  
plans, estimating and seeing  
the printed matter through  
to the subscriber or cus-  
tomer, wishes connection  
with large agency of high  
standing or publication. Ad-  
dress "G. O.," Box 51, care  
of Printers' Ink.

### Are You Seeking a Sales Executive or Branch Man- ager for Eastern District?

Then this is your opportunity to secure  
the services of an exceptional Business  
Executive with wide acquaintance in  
New York and Philadelphia territory.

Having 13 years of extensive experi-  
ence and broad technical education.  
I will continue to successfully build  
business.

Have been Sales Manager, Eastern  
District, of largest Industrial Corpora-  
tion in its field; General Manager  
and Part Owner of large Import and  
Export Company, and Production Man-  
ager with force of several hundred  
employees.

I now seek a permanent connection  
with unlimited possibilities.

Address "J. E.," Box 54, care of  
Printers' Ink.

paper, opened to the furniture ad-  
vertisement. "Daddie, I simply  
cannot part with it," she sobbed,  
"what shall we do?"

"Guess we'll have to keep it,"  
cooed the agent. All that evening  
the advertiser sat busily at the  
phone telling anxious inquirers  
that the furniture was sold to the  
very first person who read the  
ad.

Next day he communicated with  
his real estate agent saying  
"We've decided we want a seven-  
room apartment instead of a five."

\* \* \*

Many are the uses of an ad-  
vertising agency. The School-  
master has just heard a story of  
an agency in a small town in the  
Southwest being used as a "Miss-  
ing Persons Bureau."

A mother who had been search-  
ing for her son and daughter for  
fifteen years, came to the agency  
as her last court of hope. The  
children had been reported killed  
in a cyclone, the mother told the  
agency, but she would not accept  
the report, for fortune tellers had  
told her the children were alive.

She offered an appropriation of  
fifty dollars, and the agency out  
of kindness of heart undertook  
the task of spending her fifty  
dollars for what it believed to be  
a hopeless case. On second  
thought it was decided to spend  
only twenty-five dollars and re-  
turn the balance to the woman.



**Howell  
Cuts** 

for house orans  
direct mail and  
ask for proofs  
other advertising

Charles E. Howell • Fisk Building • New York

**"Concrete"**

COVERS THE CONSTRUCTION FIELD

ABC — ABP

NEW TELEGRAPH BLDG  
DETROIT

ture ad-  
simply  
sobbed,  
keep it."  
evening  
at the  
inquirers  
d to the  
read the

ted with  
saying  
a seven-  
a five."

an ad-  
School-  
story of  
n in the  
a "Miss-

search-  
hter for  
e agency  
e. The  
d killed  
told the  
ot accept  
lers had  
e alive.  
ation of  
ency out  
ndertook  
er fifty  
ed to be  
second  
to spend  
and re-  
woman,

ell  
H  
dams  
and  
ising  
New York

te  
N FIELD  
D  
G

## Some of You Big Men Who Read This

You can *hire* production experts—

You can *hire* accounting experts—

You can *hire* sales experts—

You can even *hire* judgment, experience and advice.

There is a fairly definite market for this ability. Five to ten thousand a year and you can reach these men.

But administrative ability is something that cannot ordinarily be bought for money. That is because administrative ability involves leadership in addition to the other qualifications.

The men with this ability are rarely on the market. These are the men who take the reports of the accountant, the production manager, and the sales manager, and orchestrate them into a definite policy for the conduct of your business.

As manufacturing organizer and merchandiser for a big business, I have raised it from a liability into a very profitable investment in six short years.

It is now a several million dollar concern.

## NOW I AM LOOKING FOR A JOB

We ought to talk it over, so address "T. H.," Box 56, Printers' Ink, 185 Madison Ave., New York.

### Wanted:

### Exclusive Representative in New York City for High Class Line of Advertising Merchandise

Must be broad gauged salesman with good record as producer and knowledge of the advertising buyers of New York.

Our line consists of modern window and counter signs and selling containers, made of glass, wood and metal; therefore, a successful representative should have some originality and be able to assist in developing ideas.


Will give the right man a drawing account on a liberal commission, expecting him to maintain office.

Factory has abundant capital and experience with facilities and processes superior to anything now on the market.


Address in confidence "E. R. W.," Box 50, care of Printers' Ink.

## OF INTEREST TO THE RIGHT PARTY

**ADVERTISING AGENCY MAN** whose ability is not properly appreciated where he is can now secure interest in recognized New York Advertising Agency. Address "A. M.," Box 63, care of Printers' Ink.



If interested in developing sales economically  
consult  
**EDWARD H. SCHULZE**  
Successful Sales Promotion  
220 W. 42nd St. New York





Your liveliest thought cartooned. Send ideas and back it comes cartooned for 5 iron wheels.

**Sam F. Goddard**  
326 River St.  
Chicago, Ill.

## PRINTCRAFT PRESS

A man said it must be hard for Printcraft to preserve against commercial exigencies such ideals as it holds.  
*It was hard in the beginning.*

*A ring brings a principal,  
with no obligation*

213 W. 40th St., New York  
Near Times Square BRYant 0131

telling her the case was impossible. Three-inch single column copy set in six-point with a heading, "Help me find my lost children" was run in a number of newspapers in the agency's State:

**HELP ME FIND MY LOST CHILDREN!**  
If you know anything about my children, please let me know. They were reported killed by a cyclone at Brinkley, Ark., about fifteen years ago, where they were living with their father, Henry ("Pete") Hollands, who also was supposed to have been killed. It is believed, however, that my children are living, and if so, they are now grown. My boy's name is William Francis Marion Hollands, and he was nearly eight years old at that time. The girl's name is Almeta Hollands, and was four years old then. Both children had light hair; the boy had a scar over the left eye; and the girl had weak eyes. Their father had weak eyes and no eyelashes. A reward will be paid for information leading to the recovery of my children. Address Mrs. Maud Hollands, 512 Willow St., North Little Rock, Ark.

This tale has a happy ending. The children were found, and twenty-five dollars was returned to the mother by the agency.

\* \* \*

That there can be such a thing as too many trade names for an




**Between the covers  
of THE MAILBAG**

There are, each month, from six to twelve timely, inspirational, and best articles widely interesting to the reader who uses or considers Direct Mail Advertising.

You can have the benefit of others' experience.

Subscription: \$2.00 per Yr.

**MAILBAG PUBLISHING CO., 1200 D. W. 9th St., Cleveland**



## RENEWALS

Higher percentage assured at less cost, using Pallen's New Triple "Master" Mail Order Device. Write for Sample and reduced prices.

**J. PALLEN & CO., Columbus, Ohio**

## FORD Car TRADE JOURNAL

(Member A. B. C.)

Circulates to all authorized Ford Car Dealers every month. Its readers distribute one million cars per year, sell half the accessories manufactured, and use tools and garage equipment of every description in their Service Stations. Most direct route to this great market, about 50% of the automobile industry of the world.

New York Office: 98 Park Place  
Frank M. Dampman, Manager

mpo-  
column  
with a  
y lost  
umber  
ency's

REN!  
y chil-  
y were  
inkley,  
where  
father,  
su was  
is be-  
are liv-  
n. My  
Marion  
eight  
name  
years  
hair;  
e; and  
father  
s. A  
nation  
children.  
2 Wil-

ding.  
and  
rned

thing  
or an

overs  
BAG  
m de to  
ual, real-  
writing to  
e reader  
articling  
a benefit  
erience.  
\$10 per Yr.  
erevalued

S  
i at  
New  
order  
mple  
thio

AL

Car  
dis-  
half  
pols  
tion  
ute  
the

extensive line, manufactured by one concern, was recently called to the Schoolmaster's attention in a large grocery store.

The firm puts out several varieties of cake, each of which has been given a trade name.

Hear what the chief salesman of that store says on the subject:

"There are so many names that the customer is confused. She can't remember all these names. They are not sufficiently descriptive, perhaps. A woman may want a certain kind of cake, but it is necessary for her to attempt to describe it. She can't order it by name. Often we have to open up the box before she can be sure—before we can be sure ourselves.

"And how easy it would be for the manufacturer to overcome this known drawback, making it easier for the dealer and the consumer alike.

"My suggestion would be to reproduce, in colors, the kind of cake that is inside the package. They are sealed packages and

# American Lumberman

Est. 1873.

Chicago

The Largest Paid  
Circulation in the  
Lumber Field.

MEMBER A.B.C.

## Proprietary Medicine

Manufacturers large and small all read and rely on the trade paper of their industry.

## "Standard Remedies"

(440 South Dearborn, Chicago)



### HOUSE-ORGAN HEAD-QUARTERS

Will Tell You How to Boost  
Sales—Creates Good Will  
Send for The Blue Pencil, a  
real trade journal, covering  
House-Organ in an authori-  
tative, thorough way. Full  
of new ideas.

Sample Copy Free—  
Subscription \$3 a year  
House-Organ Headquarters,  
187 Montague St., Brooklyn

## WANTED.

## A Sales Letter Writer

the best in the country, if we can find him. Salary no object.

The man we want will be expected to do BIG things by mail—close contracts running into hundreds and thousands of dollars—create and plan campaigns for clients among whom are some of the most prominent houses in the country.

The man for this position must be well educated—preferably university trained. He must be more than a writer—he must be a "thinker," an executive, an organizer capable of assuming complete charge of the copy, planning and sales promotion department of the largest direct-by-mail advertising house of its kind.

If you think you are that man, make your letter prove it. Tell us about your education, experience, married or single, age, nationality, present salary, etc. With your application INCLUDE SAMPLES OF YOUR LETTERS AND OTHER WORK. In confidence address

The President, Box 62, Printers' Ink.

## WHAT IS YOUR PROBLEM?

**ASK The Search-Light**  
Anything You Want to Know

A Special Service Organization—Founded in 1895

Investigators, Researchers, Statisticians,  
Writers, Illustrators, Editors,  
A Library Comprising Millions of Records,  
Clippings and Pictures.**EGBERT GILLISS HANDY**Founder-President and Executive Chairman,  
Francis Trowleyan Miller, L.L.D., Litt.D.  
450 Fourth Avenue, New York. [Editor-in-Chief]**R D S**

Besides giving you timely information on business conditions The Richey Data Service is a complete manual of advertising and sales data and plans. New material every month. Leading merchandising men use it. Write for Bulletin.

**THE RICHEY DATA SERVICE**  
P. O. Box 101 Indianapolis, Ind.**One In Every Ten**

In New Hampshire owns a motor car. Average salary—Income tax payers—\$3968 a year. A greater Summer and Winter Resort. Profitable field for advertisers. As N. H. natives we prepare and place your copy in N. H. newspapers, inspiring N. H. human nature. Send for interesting folder today.

**Albert Advertising Service**  
93 High St., Portsmouth, N. H.**PARIS, LONDON REPRESENTATION**

to class publication desired

by "live-wire" in Paris. Excellent opportunities awaiting right proposition  
Address "K. N.," Box 52, Printers' Ink**Population 66,138 Trading Centre for 150,000**

Brockton, Massachusetts. The Great Shoe City. Brockton shoes 18,000,000 people. Paper established 1880.

**Brockton Daily Enterprise****Printing 21,000 Daily**

Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements

**"GIBBONS Knows CANADA"**

TORONTO

MONTREAL

WINNIPEG

opening them up is not a good idea. But, when piled on the counter, the purchaser could see, at a glance, exactly the cake she wanted.

"This idea, in my opinion, would solve the entire problem. It might go further; it might mean extra sales, for the little reproductions of the cakes would whet appetites."

**Forrest Heads Veterans of Famous Regiment**

William P. Forrest, a member of the copy staff of the Francis M. Waters Advertising Agency, Springfield, Mass., has been elected commander of the Springfield unit of the 104th Infantry Veterans' Association. Mr. Forrest served with this regiment during the war and was cited twice for gallantry under fire.

**B. J. Sullivan Returns to Oklahoma City**

B. J. Sullivan has rejoined Barron G. Collier, Inc., at Oklahoma City, Okla., after an absence of three years. Most recently he has been sales and advertising manager of the Drive It Yourself Co., of Kansas City, Mo.

**Oakland Newspaper Campaign**

The Oakland Motor Car Company, Pontiac, Mich., has started a newspaper advertising campaign in Middle Western States.

Warren Eccles has established an advertising service at Long Beach, Cal. He formerly had an advertising service at Asbury Park, N. J.

# Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

## BUSINESS OPPORTUNITIES

### Printing Plants and Businesses

Bought and Sold  
**Printers' Outfitters**  
CONNER, FENDLER & CO.  
New York City

#### At Your Service

**Mr. Eastern or Western Publisher!**  
Do you want representation in Chicago?  
Univ. grad., young and full of 1922 "pep";  
has his own office, and is now in position  
to push local publicity of one or two  
high-grade national publications. Best  
of ref. Box 370, P. I., Chicago Office.

### Selling Campaigns

covering Market Analysis, Business  
Condition Report, Advertising and Sell-  
ing of Tangible Products conducted by  
competent Industrial Engineer. Com-  
mission Basis or Contract. Address  
Box 361, Printers' Ink.

**DIVIDENDS** \$10,000, yearly receipts  
over \$50,000, shown by Eastern county  
seat weekly newspaper and job print,  
now offered for quick sale at \$40,000;  
terms, half cash, balance \$2,000 yearly.  
Salaries of two owners \$7,000. Death  
of one causes the sale. Mention No.  
1282. "We Connect the Wires."

**FERNALD'S EXCHANGE, Inc.**  
Third Nat'l Bank Bldg. Springfield, Mass.

### A PROFITABLE

class paper with a definite mission  
can be secured for about \$12,500.  
Now providing owner a good living,  
but this can be doubled or quad-  
rupled in two years. Knowledge of  
music necessary. Long established  
and good reputation. Write in con-  
fidence. Box 342, Printers' Ink.

### HELP WANTED

#### World's Fastest Selling Auto Accessory!

Country distributors wanted; write to-  
day. G. L. W. Spring Oiler Co., San  
Diego, Cal.

#### Master Printer Wanted

to take charge of a printery which does  
only such printing as is required by a  
large corporation for its own business  
purposes—labels, circulars, scientific  
books, etc. Open shop, well equipped  
with modern presses, etc. Applicant  
must be thoroughly competent printer,  
conversant with modern methods of pro-  
duction and management and able to  
handle men; in one word: good execu-  
tive, who can be trusted to manage this  
printery efficiently and turn out only  
work of high quality. Good, permanent  
position to right man. State experience,  
age, salary expected. Communications  
treated as strictly confidential. Address  
**PRIVATE PRINTERY, Box 353, P. I.**

**Advertising Manager**, or salesman, for  
paper in eastern Pennsylvania. Give  
references of present or past positions.  
Must be man who can produce results.  
Good opening for live wire. Box 360,  
Printers' Ink.

**Assistant in Advertising Department**  
of technical publisher to write copy and  
prepare layouts. Experience in direct-  
mail advertising desirable. Salary \$125  
monthly. Give age, religion, experience.  
Box 375, Printers' Ink.

## ROTAGRAVURE SALESMAN

wanted by The Buffalo Gravure  
Co., Inc., Buffalo, N. Y.; man  
possessing knowledge of process  
and with ability to sell  
gravure printing to commercial  
houses and newspapers. Ex-  
cellent opportunity for right  
man. Give full details as to  
education and experience in  
reply. All communications  
treated as confidential. Box  
340, care of Printers' Ink.

## Sales Letters, Advertis- ing, Publicity Manager

A professional service organization  
wants a man to assume responsibility  
for sales promotion, write effective sales  
letters, prepare some advertising and  
general publicity copy, supervise the  
distribution of selling circulars and  
other printed matter, and make occa-  
sional calls on prospective clients.

Our executives are willing to advise  
the newcomer, but we want a man fitted  
by training and experience to do creative  
work on his own account, and to develop  
rapidly to larger responsibility.

In reply, give the facts which you re-  
gard as essential for your availability to  
be considered in comparison with others,  
and among other things state your age,  
education, connected chronological ac-  
count of business experience since leav-  
ing school, present and expected salary,  
reason for desiring to make a change,  
and how soon available.

Mention explicitly any experience you  
have had with the accounting, financing,  
or production planning of any manu-  
facturing business; or what, if any, sys-  
tematic instruction you have had on  
these subjects.

If your experience has been restricted  
to the selling of commodities, please do  
not reply to this advertisement. Box  
368, care of Printers' Ink.



**A Salesman Is Wanted** by a fast-growing Philadelphia Advertising Agency. A man who measures up to our requirements, who has faith enough to demonstrate his ability on a straight commission basis, a working partnership is offered. No investment required, but no income guaranteed. Write in confidence to "CS," Box 348, P. I.

**Merchandising Expert** to create and develop direct advertising department of a large, well-equipped printing plant. Knowledge of the problem of selling in all its phases is essential, and applicant must have had experience in writing and selling direct advertising campaigns. He should be not more than thirty-five years old. This position offers an unusual opportunity to an energetic and talented man. In writing state references, previous experience, age and qualifications in detail. **THE ARGUS COMPANY, ALBANY, N. Y.**

## We Want to Pay \$3,000 to \$4,000

salary to one who can phrase department store news into cheerful (not funny), interesting copy.

Write fully of previous experience and submit a specimen or two.

Address, Box 366, Printers' Ink

### MISCELLANEOUS

**House-organs, folders, booklets, etc.** Well-equipped concern doing work for New York firm for many years can take additional work. High-class; prompt delivery, close co-operation. **STRYKER PRESS, Washington, N. J.** Phone 100.

### POSITIONS WANTED

**College graduate** with newspaper and agency experience desires opportunity to write copy under expert direction. Department store or agency position preferred. Box 347, Printers' Ink.

### ANYWHERE! NOW!

Young man, 26, copy writing and layout experience with publicity department and agency. Booklet and folder makeup. College education. Box 371, P. I.

### ADVERTISING SOLICITOR

Seven years' newspaper training. Wants a hard job where there are possibilities for the future. Address Box 374, Printers' Ink.

### ADVERTISING WOMAN

with national agency and mail-order experience seeks desirable connection. Box 350, Printers' Ink.

**Copy writer, newspaper, woman, magazine writer, publicity director** with original ideas, wants to enter advertising field, connect with publication, or write sales letters. Box 345, Printers' Ink.

### IF YOU NEED

a copy writer who can write copy that appeals to fastidious women with money to spend, you need me. Address Box 369, care of Printers' Ink.

**Copy Writer-Advertising Manager**, with diversified experience, desires to handle special copy assignments for agencies, or complete campaigns for advertisers. Reasonable charges. Phone Bryant 3405.

**Thorough-doing young advertising man**, experienced all branches advertising detail; resourceful writer of **SELLING** letters and literature. High grade. Salary \$60. Box 357, Printers' Ink.

## Lettering Specialist

Free Lance offers his services to a dependable concern. Phone Mr. Scharkopf, Worth 1696, 321 Broadway, New York.

### Technical Advertising Manager

10 years' experience in technical and industrial advertising and journalism. Graduate engineer. Available to manufacturer, agency or trade journal. Box 346, care of Printers' Ink.

**YOUNG MAN**, 24, ambitious, well educated, 8 years' business experience desires to enter advertising line. Have completed advertising course at City College. Now studying advanced course. Address Box 372, Printers' Ink.

### AN IDEA GENERATOR

Unique, intelligible sketches; fluent, versatile writing; by a man of education, imagination and experience, more interested in the service he gives than in your dollars. Box 373, Printers' Ink.

### WANTED

## PART TIME WORK

handling direct mail, catalog or mail-order problems successfully and economically, in New York. Wide experience. Box 349, Printers' Ink.

**Have you a place in your organization for a National Advertising Manager** thoroughly familiar with agency practices? Twelve years' experience with leading metropolitan papers. Now with leading Rocky Mountain daily. Age 29; neat appearing and progressive. Salary commensurate with productive work. Best of references. Address Box 341, P. I.

## ARTIST

all-around commercial artist on figures, lettering, layouts, etc.; expert on newspaper work, can originate ideas, has technical knowledge of Rotogravure, type faces, photo-engraving; specimens, references and photograph sent to firms interested. Applicant wants to locate in city of 100,000 or more. Write to Box 358, care of Printers' Ink.



man, maga-  
with origi-  
advertising  
, or write  
ers' Ink.

copy that  
men with  
me. Ad-  
ters' Ink.  
ager, with  
to handle  
encies, or  
ers. Rea-  
nt 3405.

vertising  
advertis-  
of SEL-  
high grade,  
ers' Ink.

list

to a de-  
scharkopf,  
New York.

anager  
nical and  
journalism,  
to manu-  
ual. Box

well edu-  
ciance de-  
p. Have  
City Col-  
course.  
t.

R  
fluent,  
of educa-  
ce, more  
s than in  
s' Ink.

ORK  
or mail-  
economy-  
perience.

nization  
Manager  
cy prac-  
ce with  
ow with  
Age 29;  
Salary  
rk. Best  
I, P. I.

on fig-  
expert  
ignate  
ge of  
photo-  
s and  
rested.  
ity of  
K 358.

**A Salesman Who Is a Merchandiser—**  
As manufacturer's representative he has  
gotten sincere co-operation of jobbers  
and dealers. HE KNOWS HOW.  
Available immediately for concern de-  
manding resourceful merchandiser on  
their sales force. Box 363, P. I.

#### ADVERTISING MAN

Formerly advertising manager on class  
publication. A real business getter  
who can write copy and furnish ideas  
that will keep the accounts successful.  
Seeks position with trade or class  
publication. References. Address Box  
354, care of Printers' Ink.

I have seven years of experience as a  
designer and illustrator, and as an  
editorial and magazine writer to offer  
the agency that needs a copy writer or  
the house-organ that needs an editor.  
I cannot consider an offer of less than  
\$300.00 a month. E. F. F., 37 West  
Tenth Street, New York.

#### COPY WRITER

Man, 29, University trained, widely read  
and traveled. Have completed I. C. S.  
advertising course. Can produce selling  
copy and attractive layouts. Would enter  
agency, department store or manufactur-  
er's advertising department. Salary  
secondary to experience of the first  
order. Box 364, care of Printers' Ink.

**Young Man—**25, having chosen ad-  
vertising as a voca-  
tion, desires connection with advertis-  
ing agency or department. Five years'  
clerical experience; touch typist. Knowl-  
edge of commercial art. At present tak-  
ing the "Blanchard Advertising Course."  
New York City location preferred. Box  
362, Printers' Ink.

#### THOROUGHLY EXPERIENCED SPACE BUYER

Exceptional knowledge of newspapers  
and other media. Highest credentials  
for integrity and industry. Over ten  
years' connection with one of New  
York's largest agents and two years  
with another. Age 28—single. Salary  
moderate. Box 359, Printers' Ink.

**Expert Copy Writer and Solicitor of**  
youth, ability and personality seeks con-  
nection with live and leading newspaper.  
Would like opportunity to assume re-  
sponsibility of automobile section on  
paper where this department has appeared  
to lag. Formerly advertising manager of  
a leading Western paper. Now advertis-  
ing manager of a leading men's store.  
State your proposition fully. Box 351,  
care of Printers' Ink.

## Agency Bookkeeper

**A Miss** Complete supervision of office  
and books for past 4 years.  
Billing and Auditing \$60,000  
monthly in small accounts.  
Will innovate time and  
money-saving methods.  
Miss K., Box 352, P. I.

of 24

**Position wanted as Auditor or Treas-  
urer** of a company located in the West  
or Middle West by a man 39 years of  
age who has had fifteen years' experi-  
ence in accounting and treasury work in  
several different lines of business. Pre-  
fer to make connection with some good,  
live manufacturing concern where a fu-  
ture is assured. Box 343, Printers' Ink.

#### Not Out of a Job But Can Fill a Bigger One

Young woman; college education; five  
years' business experience, editorial and  
advertising, wishes a position where she  
can capitalize her experience and ability.  
She is at present teaching advertising;  
but wishes to get into practical work  
again where there is a real chance for  
advancement. Writes forceful copy and  
is a good visualizer. Box 353, P. I.

**Advertising Executive**, credited as  
being one of the country's leading ad-  
vertising writers, desires connection  
where the highest grade of result-  
getting copy is demanded. Thorough  
executive, skilled in layout and produc-  
tion; edited notable monthly magazine,  
also numerous house-organs; publicity  
manager, successful national campaign  
for \$25,000,000; wide experience in  
advertising and selling; age 34; salary  
\$6,000. Box 356, Printers' Ink.

## ART MANAGER—ARTIST

High-class figure man and designer, 33,  
who can put brains and ideas into the  
pictorial end of advertising wants a  
half-day position. Eight years' experi-  
ence on high-grade work, thorough  
knowledge of plates. Pleasant working  
conditions would make a moderate sal-  
ary acceptable. Address Box 367, care  
of Printers' Ink.

**\$300,000.00**

#### DIRECT-BY-MAIL IN 1921

That's my sales record with large machinery  
manufacturer. Have entire charge of their  
advertising, write the sales letters and get  
up their catalogues, folders, booklets, direct-  
mail pieces and trade-paper ads.

Seek greater opportunity with brighter  
future. Will go anywhere. Married; 30  
years old, and know my work thoroughly.  
Now employed.

Address Box 344, Printers' Ink.

## With Manufacturer or Jobber

who believes his business can be in-  
creased by showing retail dealers how  
to sell more merchandise.

Fifteen years' Merchandising, Adver-  
tising, Selling and Cost Analysis Ex-  
perience in Retail, Jobbing and Manu-  
facturing fields.

Prefer to work with Sales Manager  
and Advertising Manager as I desire  
to come into personal contact with as  
many Retailers as possible. Could fill  
either position if necessary. Address  
Box 365, Printers' Ink.

# Table of Contents

NEW YORK, January 5, 1922

|  |                             |     |
|--|-----------------------------|-----|
| <b>Building a Business to Last.....</b>  | <i>Milton S. Florsheim</i>  | 3   |
| <b>Ingersoll Bankruptcy Not an Advertising Failure.....</b>  |                             | 10  |
| <b>When the Customer Refuses the C. O. D. Delivery.....</b>  | <i>S. C. Lambert</i>        | 17  |
| <b>Tiberius Caesar, His Table and 1922 Advertising.....</b>  | <i>C. M. Harrison</i>       | 25  |
| <b>Benefits That a Sales Tax Would Bring to Business.....</b>  | <i>Jules S. Bache</i>       | 33  |
| <b>Combining Artistic Make-up and Salesmanship in Business-Paper Display</b>   | <i>W. Livingston Larned</i> | 41  |
| <b>Advertising Aids Syracuse University to Reduce Debt.....</b>  |                             | 50  |
| <b>Keeping Trade Association Activities within the Law..</b>   | <i>Gilbert H. Montague</i>  | 57  |
| <b>The Appeal of Novelty in Ice Cream.....</b>   |                             | 69  |
| <b>Advertising Helps Sell Car Rides at Wholesale Prices.....</b>   | <i>Walter Jackson</i>       | 77  |
| <b>Some Things We Can Learn from 1921.....</b>   | <i>Roy Dickinson</i>        | 91  |
| <b>"Sunkist" Had Its Most Successful Year in 1921.....</b>   |                             | 100 |
| <b>Living Up to His Advertising.....</b>   | <i>Earnest Elmo Calkins</i> | 104 |
| <b>Letters to Teach the Dealer to Be a Better Merchant.....</b>  | <i>D. C. Gale</i>           | 111 |
| <b>Securing Slogan Priority Rights.....</b>  |                             | 119 |
| <b>Advertise to Assist Export Trade.....</b>   | <i>Joseph McElroy, 3d</i>   | 123 |
| <b>Copy "Self-Starters" That Make the Reader Curious to Know What Follows</b>  | <i>A. L. Townsend</i>       | 127 |
| <b>Editorials .....</b>  |                             | 138 |
| Losing and Finding Profits—Bad Advertising and State Censorship—<br>Reaching the Small Depositor—A Victim of the Tax System. |                             |     |
| <b>The Little Schoolmaster's Classroom.....</b>  |                             | 144 |

# ***Announcing***

the following appointments, effective  
January 1st, 1922

**Clyde Thompson**

Sales Manager  
National Sales Department  
Thos. Cusack Co.  
New York, N. Y.

**W. T. Stokes**

Special Representative  
Thos. Cusack Co.  
Boston, Mass.

**H. M. Bacon**

Special Representative  
Thos. Cusack Co.  
Detroit, Michigan

**Thos. Cusack Co.**

***Outdoor Advertising***

|                                     |                                    |
|-------------------------------------|------------------------------------|
| <b>CHICAGO</b>                      | <b>NEW YORK</b>                    |
| Harrison, Loomis &<br>Congress Sts. | Broadway & 5th Ave.<br>at 25th St. |

**Branches in 45 principal cities, operating in  
or representing over 8500 cities and towns**



## *Announcing a New* **NEWS PHOTOGRAPH SERVICE**

**T**HE publishers of The Chicago Tribune and the Daily News, New York's Picture Newspaper, have organized a picture syndicate to serve newspapers, which will be known as the Pacific & Atlantic Photos, Inc.

In addition to the services of the camera staffs attached to the Daily News of New York, The Chicago Tribune, and The Chicago Tribune foreign service, this syndicate will have its own corps of photographers and cover news and feature events everywhere with the camera.

Daily service with prints and matrices is offered to newspapers. Wire or write for details, rates and territorial rights to

**Charles L. Mathieu**

*President and General Manager*

**PACIFIC & ATLANTIC PHOTOS, Inc.**

*Daily News Building*

**25 PARK PLACE, NEW YORK**